



SHUTTLE BUS FEASIBILITY STUDY AND A QUALITATIVE EVALUATION OF CURRENT TRANSIT SERVICES

Salem, Massachusetts



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August 2018

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EXECUTIVE SUMMARY

The City of Salem is an AARP-recognized, age-friendly community with a focus on providing services that make it an exceptional place to live, work and play. With a 20-member stakeholder representative group, seven staff and its consultant TransAction Associates, the city conducted a shuttle bus feasibility study and an evaluation of its existing transit services. The goal was to determine if a new shuttle system is operationally and fiscally practical, and to determine if existing transit services can be improved and, if so, how.

To understand the transit needs in Salem, the study began with an inventory of available services, public meetings and a city-wide transportation survey.

Through this process the following items were identified as priorities:

- Connectivity between neighborhoods.
- Dependable and frequent connections to major shopping and medical centers.
- Expansion of the existing Council on Aging shuttle service to accommodate social/recreational trips (existing service is currently limited to trips related to shopping and medical services).
- Evening and weekend shuttle services.
- Improvement to the reliability of existing six MBTA bus routes that travel through the City of Salem (the MBTA indicates approximately one out of every three buses generally arrives six minutes before or after its scheduled time).
- Improved sidewalk and roadway surfaces for better accessibility.

Successful transit services in Massachusetts, as well as one national model in California, were contacted and evaluated to identify strategies for scheduling, routing, partnering, branding and funding. From this effort, several “best practices” were identified such as:

- Cost-sharing models between the public and private sectors can be successful.
- Shuttle bus schedules and routes should be flexible to respond to seasonal demands and special events.
- Branding is important for increased awareness and marketing.
- Demand-response routes provided by adjacent cities’ and town’s Councils on Aging vans can be dispatched from a common dispatch center. This allows more time for riders to speak with a live person, potentially increased ridership, and an improved ability to fill in gaps left by last minute cancellations, improving the efficiency of current Council on Aging services.
- When starting a new shuttle service, consider starting with a demand-response route. Collect data on ridership and use that data to establish fixed-route service that meets actual needs.

Combining the transit needs with best practices, along with additional input of stakeholders and city planning staff, the following nine alternatives for improving transit services in Salem were developed:

- Two alternatives for refining existing services.
- Five alternatives for new services, including intra-city circular loops and a demand-response shuttle service.
- Two alternatives for forming partnerships.

The study recommended that intra-city circular loops or a demand-response service be implemented and that the city request a meeting with the MBTA to try to negotiate improved services. However, any of the nine alternatives, or combinations of alternatives could be implemented.

The conceptual routes depicted within the report were developed based on community input in consultation with the City of Salem's Council on Aging. It is expected that they will be modified either before launching based on future community input or based on real-world experience once fully launched. The study presented conceptual level costs to implement both the fixed-loop and demand-response routes. Costs for the city to directly provide the services, as well as to contract-out the service to a vendor, were estimated.

The report concludes with a list of possible funding sources and recommendations for next steps.

1.0 INTRODUCTION

The City of Salem, Massachusetts is a historic coastal city of eight square miles located in Essex County on the North Shore. Founded in 1629, Salem has an estimated 43,000 residents and is home to a unique blend of historic landmarks, tourist attractions, museums, and employment centers, as well as Salem State University and the North Shore Medical Center, the North Shore's largest healthcare provider. Salem takes great pride in being a place that offers opportunities to live, work, and play. It also has an objective to provide excellent transit services.

Salem has a number of transportation services including an MBTA Commuter Rail Station, MBTA bus services, ferry boat services, and local options such as the Council on Aging (COA) vans and the Salem Trolley. However, these various options do not meet all of the needs of the community and are not connected in a coordinated way, rather each one serves a particular niche. For example, the COA provides a limited van service for trips to grocery stores and to health providers. The vans cannot be used for any other purposes such as social or recreational trips. The Salem Trolley provides service around the downtown area, but it is seasonal and residents can only ride if it is not full with paying customers. Lastly, it is challenging for transit riders, especially seniors, to depend on any public services for intra-city travel due to long waits between trips and bus stops without shelters, which do not meet current standards for accessibility.

According to the U.S. Census Bureau, Salem's population has been in a growth phase and this trend appears to be continuing--in particular among older adults. Currently, approximately one in five Salem residents (8,000) is over the age of 60. The Metropolitan Area Planning Council (MAPC) projects that this will grow to one in four (12,000) by 2030. A quarter of the households in Salem are home to one or more children. These populations, among others, have been identified as having an interest in transit services currently not offered within the city. Gaps in transit services can potentially be closed by implementing new shuttle service and/or modifying existing transit services within the city.

The goal of this report is to identify whether a shuttle system is operationally and fiscally practical, and to determine if existing transit services can be improved and if so, how.

PROJECT HISTORY/BACKGROUND

In 2016, Salem was added to the AARP national network of Age Friendly communities. Salem became the first city on the North Shore to join the network and only the third in the Commonwealth. Being in the network prompted the city to develop *Salem for All Ages: An age-*

friendly action plan. The action plan focuses on establishing a vision for each of what the AARP and the World Health Organization (WHO) call the “eight domains” of an age-friendly community, one of which is transportation. A transportation goal identified in the action plan is to commission a feasibility study of a shuttle in the city.

Recognizing the importance of transportation, the city commenced the *Imagine Salem Visioning Project*, an in-depth visioning process with a focused dialogue around transportation, housing, and employment, with themes of equity and inclusiveness woven throughout.

The *Imagine Salem Progress Report* recommends that the city’s transportation system should allow travelers to string together different mode choices where appropriate. The report specifically notes that “it is unreasonable to expect all transportation modes to work for all trips and creating independent systems for all transportation modes would be redundant in many places.”

With limited access roads into and out of the city, vehicular congestion was cited as a major concern among residents throughout a number of recent studies and in the *Imagine Salem Progress Report*. The report also notes that Salem, located just 26 miles north of Boston, is by no means a bedroom community. Approximately 17,000 commuters leave Salem each day, and roughly the same number arrive to work in the city. In terms of commuting choice, of the approximately 22,000 working residents of Salem, 67 percent drive alone to their jobs each day, which has a significant impact on local roadways.

The Point neighborhood is the densest area of the city with some block groups populated by 95 people per acre. Other neighborhoods identified as being relatively dense in the *Imagine Salem Progress Report* (data from the American Community Survey, 2010-2014 five-year estimates) include the downtown area, McIntire District, Gallows Hill, Salem Common, and Derby Street. Parts of Bridge Street Neck, North Salem, and South Salem were also identified as being relatively dense.

The report also notes that it is important to look at the daytime population, which includes job centers. The most densely populated areas with regard to job centers include the area around North Shore Medical Center and Salem State University.

The more than one million tourists that visit Salem throughout the year pose specific challenges around transportation. As home to *Haunted Happenings*, a month-long Halloween celebration, the city hosts more than 250,000 visitors in October alone. As a coastal community, roadways can also be congested with visitors to the city’s many summer attractions as well as throughout the year.

Salem Mayor Kim Driscoll wrote in the opening of the *Salem for All Ages* report that “Great cities do not happen by accident. They take careful planning, public input, and meaningful action.” In keeping with that statement, this report identifies ways to improve transportation options in Salem as part of the effort to make it a place where people want to live, work and play for many years to come.

Thus, this transit study stems from the goals of the *Salem for All Ages Action Plan* and recommendations developed through the *Imagine Salem Visioning Project*. The study is funded through a Tufts Health Plan Foundation Grant awarded to the Friends of the Salem COA in the summer of 2017. The grant reflects the Tufts Health Plan Foundation’s commitment to building healthier communities by promoting collaboration and improving systems and best practices.

ACKNOWLEDGEMENTS

The following people and groups generously gave their time and represented the city’s stakeholders in conducting this study:

- Lou Arak, Footprint Powerplant
- John Daley, North Shore Medical Center
- Beth Debski, AICP, Salem Partnership
- Russell Findley, Mass in Motion
- Tara Gallagher, Salem State University
- Erick Hahn, Shetland Park
- Jim Kearney, Neighborhood Improvement Advisory Council
- Andrea Leary, North Shore Transportation Management Association
- Debra Lobsitz, Commission on Disability
- Mickey Northcutt, North Shore Community Development Corporation
- Eric Papetti, Traffic and Parking Commission
- Frank Ryan, Friends of the Salem Council on Aging
- Kristin Shaver, Salem Public Schools Transportation Services
- Scott G. Silverstein, Footprint Property
- Andrew K. Smith, MBTA
- Jill Thompson, Salem Chamber of Commerce

- Craig Tuminaro, Peabody Essex Museum
- Alice Williams, Salem Council on Aging
- Patricia Zaido, Age Friendly Task Force
- The City of Salem

A special thank you is extended to Mayor Kimberley Driscoll and City of Salem staff including:

- Amanda Chiancola, AICP, Department of Planning and Community Development Staff Planner
- Tom Daniel, AICP, Department of Planning and Community Development Director
- Nick Downing, Acting Traffic and Parking Department Director
- Teresa Arnold, Council on Aging Director
- Fred Norton, Council on Aging Transportation Director
- Dominick Pangallo, Chief Administrative Aid/Age Friendly Task Force
- Matt Smith, former Traffic and Parking Department Director

2.0 STUDY PROCESS/METHODOLOGY

To determine the feasibility of a shuttle service within the city and to assess the efficiency of existing transit services, extensive background research was conducted and input from the public was solicited. From this information, alternatives for shuttle routes/services and ways to enhance the existing transit services were developed and analyzed.



The project began with a comprehensive public involvement process including several public meetings and a city-wide transportation survey. A detailed inventory of available transportation resources in the city was created, including transit options, as well as options to connect to destinations outside of Salem. Based on information received from the public, the survey and the inventory of existing transportation resources, gaps in existing services were identified.

Other communities' shuttle systems were then reviewed in order to identify best practices for operating an intra-city shuttle service. In addition, phone and email interviews were conducted with several transportation providers.



Alternatives for improving existing services, as well as developing new shuttle services, were reviewed and analyzed using the information gathered from the outreach meetings, the survey, the inventory and evaluation of existing transit services, and research conducted on existing successful shuttle systems and transportation management associations.

The report was reviewed in draft form by the stakeholder group participants who offered feedback and suggestions. It concludes with recommendations to further develop several of the alternatives and provides suggestions for implementation, funding sources and next steps.

3.0 EXISTING TRANSIT/FERRY/BICYCLE SERVICES

The City of Salem provides some options for residents who do not wish to travel by car. Existing services are available for certain trips within the city and some service is provided to/from destinations outside the city, mostly to/from Boston. Most of the current services target specific users such as the Salem seniors, Salem State University students and Salem tourists. Local services include a van service provided by the COA, the Salem Trolley, rideshare services, special event shuttle services, MBTA buses, bicycle share programs and a seasonal harbor ferry. More regional services include the MBTA (commuter rail system, bus system and RIDE), a ferry service between Boston and Salem, and Logan Express (to/from Boston's Logan Airport).

COUNCIL ON AGING (COA) VANS

The COA vans are available to Salem residents aged 60 or older, or those with a qualified disability. The service offers rides by appointment for medical trips (in and out of the city) and shopping/errands within the city. No fares are required, but donations of \$1.00 per trip for trips within the city, \$2.00 for trips to destinations outside of the city and \$5.00 for certain special events are requested. The COA operates three 8-seat vehicles and two 12-seat vehicles. Although the COA vans are a good example of a successful service, the service is only available to a certain segment of the population and does not operate on a fixed route. In 2017, the program provided approximately 17,000 rides or 1,400 rides a month. The most requested destinations were the Senior Center, medical facilities and retail centers. The COA vans are paid for with a combination funding sources including the city's municipal budget, the state budget (formula), and state grants.

The Council on Aging recently ran an evening and weekend pilot program. The vans operated three nights a week (Tuesday and Wednesday until 6:00 p.m., and Thursday until 7:00 p.m.) and on weekends. Just under 2,000 rides were taken as part of the pilot between September 2017 and June 2018. Service was only available to destinations in Salem and could not be used for medical trips. The data collected indicates that people primarily used these hours of service for social/employment trips to go to places such as the grocery store, shopping, and to restaurants.

MASSACHUSETTS BAY TRANSIT AUTHORITY (MBTA) COMMUTER RAIL

Salem Depot, the MBTA Commuter Rail Station, is located in downtown Salem and is on the Newburyport/Rockport line. The station is within walking distance (half-mile or ten minutes) of the downtown historic core and some neighboring areas. There is frequent weekday service between Salem Depot and North Station that provides good access to Boston. Weekend service is somewhat more limited but still available throughout the day. Salem Depot is fully accessible and has a parking garage with 700 spaces. In 2016 the MBTA reported there were an average of 2,389 inbound boardings per day. The cost for a one-way trip is \$7.50 and a monthly pass is available for \$244.25. The Commuter Rail schedule is as follows:

- Monday to Friday: Inbound: 4:55 a.m. to 12:00 a.m., Outbound: 6:26 a.m. to 1:22 a.m.
- Saturday: Inbound: 7:00 a.m. to 11:11 p.m., Outbound: 12:42 a.m. to 11:30 p.m.
- Sunday: Inbound: 7:00 a.m. to 11:11 p.m., Outbound: 8:30 a.m. to 12:42 a.m.

MBTA BUS SERVICES

The table and figures that follow summarize the four bus routes operated by the MBTA in the City of Salem. Although six bus routes are identified on the MBTA website as traveling through Salem, two bus routes follow the same routes within the city, differing only south of Lynn and two other bus routes also follow similar routes within the city, differing only south of Revere. All of the routes stop at Salem Depot, serve many of the city's arterials roadways, and all travel over municipal boundaries either north to Beverly or Danvers, or south to Lynn, Revere and Boston. The cost to ride the MBTA Route #451 and #455 bus is \$1.70 to \$2.00, depending on the payment method or is included with an \$84.50 Monthly Link Pass. The cost to ride the MBTA Route #450/450W and Route #459 is either \$4.00 or \$5.00 depending on the payment method and is \$128 for an Inner Express Bus Pass. Public input indicates that many people are unsure of the bus schedules and have reported issues such as unreliability and inconsistency. A review of the schedules published by the MBTA, confirms that they are confusing and difficult to understand.

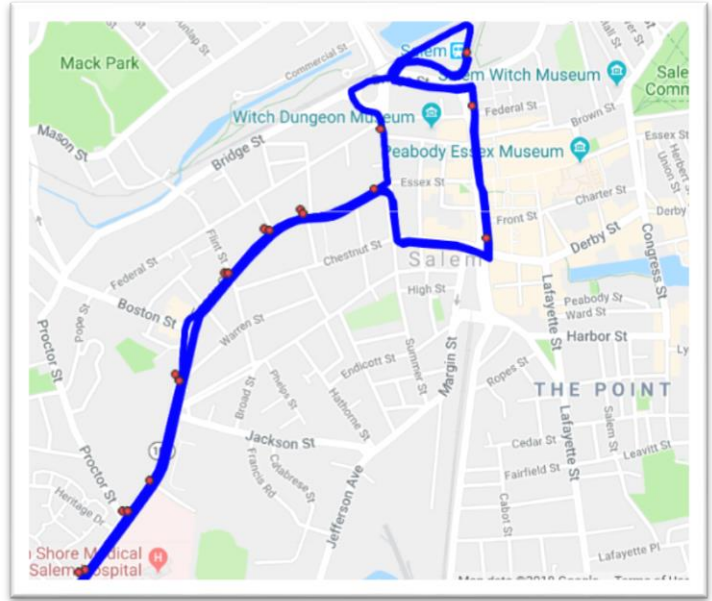
A brief summary of the six routes is provided below. Ridership and reliability data are summarized in a table that follows the summaries.

BUS ROUTE #450/#456

*Salem Depot to Boston/Revere (#450)
and Lynn Central Square (#456)*

SERVICE:

Washington Street (Downtown area, Riley Plaza), Essex Street (McIntire Historic District, Salem Public Library), Highland Avenue (Salem Hospital, Market Basket, Salem High School, Walmart). Although these routes provide the same local service, #450 terminates at Wonderland Station in Revere or at Haymarket in Boston and #456 terminates in Central Square in Lynn.



WEEKDAY SCHEDULE:

All day except from approximately 1:30 a.m. to 5:00 a.m. Headways are generally 30 to 40 minutes southbound and vary from 25 to 70 minutes northbound during day time and early evening hours. After 9:00 p.m., headways average one hour southbound and 20 minutes northbound.

SATURDAY SCHEDULE:

From approximately 6:30 a.m. to 12:00 a.m. Headways are generally 70 minutes in both directions.

SUNDAY SCHEDULE:

From approximately 8:15 a.m. to 12:00 a.m. Headways are 60 minutes.

BUS ROUTE #451

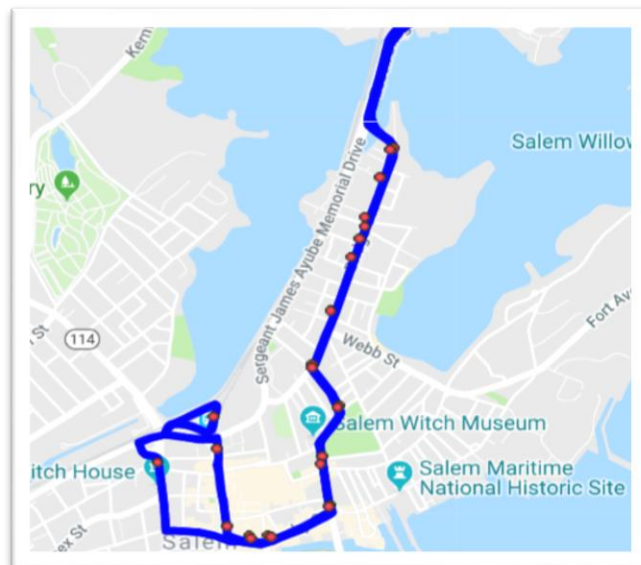
Salem Depot to Beverly

SERVICE:

Bridge Street, Hawthorne Blvd (Tourist sites, Waterfront Garage), Derby Street, Washington Street (Court House, Riley Plaza) and Beverly Hospital.

WEEKDAY SCHEDULE:

From approximately 6:00/6:50 a.m. to 7:10 p.m. Headways are generally 60 minutes. However, there are significant gaps in service. Northbound to Beverly, there is no bus service between 8:20 a.m. and 2:30 p.m. Returning to Salem from Beverly, there is no bus service between 9:32 a.m. and 3:52 p.m. There is no weekday evening service or weekend service.



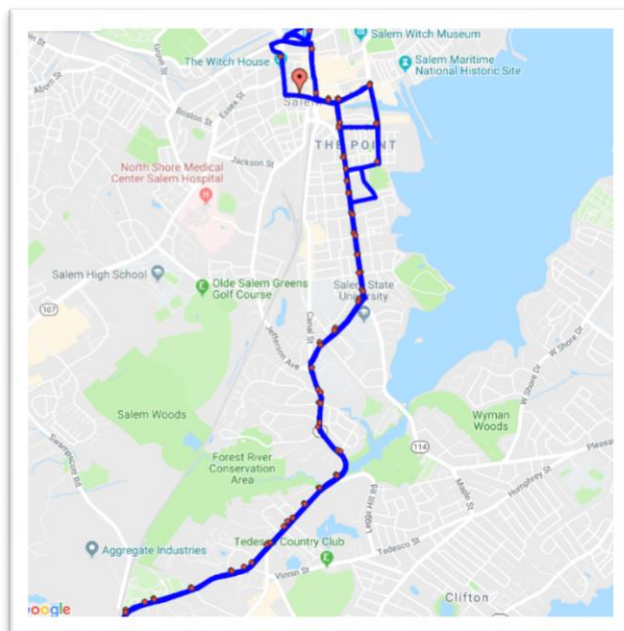
BUS ROUTE #455/#459

Salem Depot to Revere (#455) and Boston (#459)

SERVICE:

Bridge Street, North Street, Washington Street (Riley Plaza, Court House), Derby Street (tourist area), Congress Street (Palmer Park and Palmer Cove), Lafayette Street (Salem State University), Loring Avenue and Vinnin Square.

Although these routes provide the same local service, #455 terminates at Wonderland Station in Revere and #459 terminates in Boston, with stops at Logan Airport, Seaport District and Downtown Crossing.



WEEKDAY SCHEDULE:

All day except from approximately 12:30 a.m. to 5:00 a.m. Headways for local service range from 20 to 40 minutes during the day and over an hour after 7:00 p.m.

SATURDAY SCHEDULE:

#455 runs on Saturdays from approximately 6:00 a.m. to 12:00 a.m. Headways are generally 30 to 35 minutes.

SUNDAY SCHEDULE:

#455 runs on Sundays from approximately 6:00 a.m. to 12:00 a.m. Headways are 60 minutes.

BUS ROUTE #465

Salem Depot to Danvers

SERVICE:

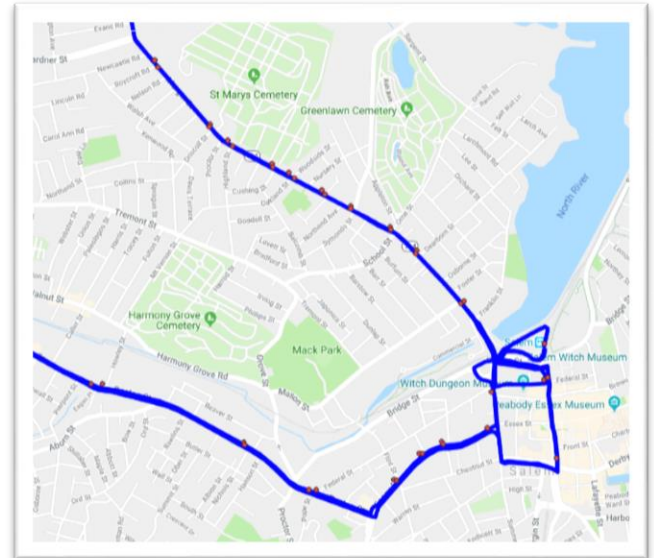
Washington Street (Court House, Riley Plaza), Essex Street (McIntire Historic District, Salem Public Library), Boston Street. This bus also provides a connection to the Northshore Mall in Danvers.

WEEKDAY SCHEDULE:

From approximately 7:00 a.m. to 7:00 p.m. Headways are generally 60 minutes.

SATURDAY SCHEDULE:

From approximately 9:30 a.m. to 7:00 p.m. Headways are generally every two hours.



RIDERSHIP & RELIABILITY

Reliability and average daily ridership data for the six MBTA bus routes providing service in Salem is summarized in the table below. A comparison of ridership data from 2012 indicates that ridership is lower on all routes with the exception of the Route #455 bus weekday service. The reliability ratings for these buses, each of which have headways exceeding 15 minutes, is the percentage of buses that arrive within six minutes of its scheduled time. As shown, bus route #455 is the most highly utilized with generally almost 1,300 riders per weekday inbound and under 1,000 outbound with similar ridership on Saturday in each travel direction. Unfortunately, #455 also has a 59 percent reliability rating. With the exception of bus #456, all the bus routes have a reliability rating of 62 percent or less. This means that at least one out of every three buses arrive more than six minutes before or after its scheduled time.

			2017 Ridership ²					
Bus Route	End Points	Reliability ¹	Weekdays		Saturdays		Sundays	
			Inbound	Outbound	Inbound	Outbound	Inbound	Outbound
#450	Salem Depot (N), Boston (S)	56%	696	784	506	363	388	464
#451	Beverly (N), Salem Depot (S)	60%	52	81				
#455	Salem Depot (N), Revere (S)	59%	1298	975	1246	1009	821	590
#456	Salem Depot (N), Lynn (S)	79%	101	148				
#459	Salem Depot (N), Boston (S)	40%	489	418				
#465	Danvers (N), Salem Depot (S)	62%	156	147	95	72		

¹Source: MBTA Dashboard Website (last 30 days)

²Ridership provided by the MBTA based on 2017 Composite Day data

THE RIDE

The RIDE is the MBTA's door-to-door, shared-ride paratransit service. The RIDE is operated by the MBTA in compliance with the Americans with Disabilities Act (ADA). The RIDE can assist with public transportation for individuals who have a disability that prevents them from using the MBTA bus, subway, or trolley all or some of the time. In Salem, the RIDE is operated by Greater Lynn Senior Services. The one-way fare for local trips is \$3.15.

The MBTA is also running an on-demand paratransit pilot with Uber and Lyft, where RIDE customers can book subsidized rides instantly from their smartphones. Each month RIDE customers get a limited number of subsidized rides, depending on their eligibility. Riders pay the first \$2.00 of the trip, and anything over a \$42.00 fare. Rides can be requested in the Uber and Lyft apps, and Lyft offers a call-in feature as well for those who prefer not to use the app.

TAXI AND RIDESHARE SERVICES

Salem is fortunate to have a number of taxi companies (Witch City Taxi, Salem Taxi and Americab Taxi), as well as good access to transportation sharing services like Lyft and Uber. Although these services can be expensive for regular trips such as for commuting, and for those with a fixed income, they do provide good access around the area for specific trips. Typical trips within Salem could cost between \$6 and \$20 depending in the distance and time of day. In 2017, the Massachusetts Department of Public Utilities reported that 296,482 trips were provided by rideshare companies with an origin in the City of Salem.

In addition to the taxi companies and services such as Lyft and Uber, Salem has several locations where Zipcars are available. Zipcar is a carsharing service that offers access to rental vehicles by the day or by the hour to its members. For an annual membership fee and a nominal cost to rent the car, participants can have access to a vehicle without owning one.

SALEM STATE SHUTTLE

Salem State University (SSU) provides two shuttle services to its community and guests. These include two fixed-routes operated by a private carrier (the Viking Campus Shuttle and the Viking Salem Depot Shuttle), and a student operated demand-response shuttle.

The fixed-route shuttles are operated using coach buses and only on weekdays. The Viking Campus Shuttle operates from 7:00 a.m. until 7:00 p.m. The Salem Depot Service provides a connection to the Salem Commuter Rail Station from 7:00 a.m. to 9:00 a.m. and from 3:00 p.m. to 6:00 p.m. None of these routes operates in the evening or on weekends. All vehicles are accessible. A 2015 report prepared by the SSU Geography Department on the Viking Shuttle indicated that the shuttles suffer from some service related issues and are “too often neither timely nor efficient.” This may explain why anecdotal information suggests that the service in general is underutilized.

The student-run shuttle provides service to on-campus locations, as well as several off-campus locations such as Vinnin Square, Market Basket and downtown Salem. This service is offered on Mondays from 5:00 p.m. to 12:00 a.m., other weekdays from 7:00 p.m. to 12:00 a.m. and on weekends from 12:00 p.m. to 12:00 a.m. It currently operates primarily as an on-demand service, but going forward will be moving more toward a fixed route. SSU indicates that reliability has been an issue for this service due to difficulty with retaining student drivers. The University owns the 4 vans used to operate this service, they are between 5 and 12 years old and only one of the four vehicles is accessible with a wheelchair lift.

City of Salem residents are not permitted to use this service unless they are affiliated with the University.

Salem State students get a discounted membership to Zipcar and also have the requirement to be 21 to rent waived through the University's affiliation with the program. Students need only be 18 years old and have a valid driver's license to participate. This provides access to a vehicle to students on-demand.

SSU has indicated a strong desire to collaborate with the City, in particular in the future when they may be looking to close their South Campus location which would present more opportunities to restructure the existing service. More data on usage of the existing services may help to make decisions about the best ways to collaborate with any programs that the City offers.

NORTH SHORE MEDICAL CENTER SHUTTLE

The North Shore Medical Center operates a shuttle service for its employees who are required to park off-site on weekdays. Two 12-seat buses are used for this service and operate from 5:00 a.m. to 12:00 a.m. Monday through Friday. These buses are not accessible.

LOGAN AIRPORT TRANSIT

For Salem residents traveling to the airport, Massport operates the Logan Express bus offering service between Peabody and Logan Airport. The bus leaves every hour from 3:15 a.m. to 10:15 p.m. Return trips leave Logan every hour from 4:15 a.m. to 1:15 a.m. One-way fare is \$12.00 and daily parking is \$7.00.

KT's Transportation and the North Shore Shuttle (operated by BeDriven) also provide scheduled door-to-door transportation to Logan Airport. Rides on the services can be scheduled as private or shared.

As of April 2018, the MBTA extended its Silver Line bus to travel from Bellingham Square in Chelsea to Logan Airport. Salem residents can get to Bellingham Square from the Chelsea stop on the MBTA Newburyport/Rockport line.

SEASONAL/TEMPORARY TRANSIT SERVICES

SALEM FERRY

As a coastal community, Salem has the unique ability to use water transportation options. A ferry service is operated by Boston Harbor Cruises, providing a connection between Long Warf in Boston to the Salem Ferry Center located at 10 Blaney Street in north Salem. Service is available between May and October. The regular round-trip cost for one adult is \$45.00, for Salem residents it is \$19.00, and for commuters (7:00 a.m. and 5:30 p.m. departures only) the cost is \$16.00.

SALEM HARBOR SHUTTLE/TAXI

The Salem Harbor shuttle/taxi service operates from June to Labor Day and services four stops located along a loop. Stops are available upon request and include Blaney Street, Congress Street, Winter Street and Salem Willows. The fare is \$7.00 for adults.

SALEM TROLLEY

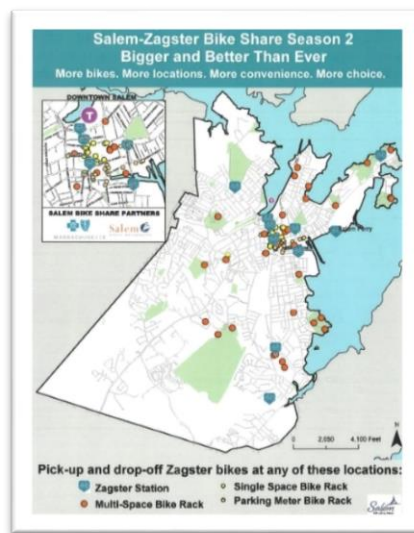
The Salem Trolley is a privately-owned seasonal service operating from June 1st to September 30th and is geared toward giving tourists a one-hour narrated tour of the city. Although it costs \$18 for tourists, the trolley is free to residents. This free service is made possible due to funds paid to the trolley company by the city. The trolley runs seven days a week from 10:00 a.m. to 5:00 p.m. The route includes much of downtown Salem and Salem Willows.

Trolley tickets can be purchased online, or at several museums and businesses throughout the city. A challenge for residents is that free tickets can only be purchased at the Salem Trolley office, which is not convenient for everyone. Moreover, priority is given to paying passengers.

HAUNTED HAPPENINGS SHUTTLE SERVICE

In 2017 Salem launched an extremely successful seasonal pilot program on weekends in October called the *Haunted Happenings Shuttle*. The service used school buses to connect three off-site parking locations (Salem High School, Salem State University O’Keefe Center and Salem Hospital) to the downtown area, which is the primary destination for many of these seasonal trips. This program was able to reduce traffic congestion by keeping cars out of the downtown area. The service carried a total of 9,416 passenger trips and was offered at no cost.

BIKE SHARE PROGRAMS



Salem is home to several Zagster Bike Share stations located strategically throughout the city. This has been an increasingly popular program with ridership expanding every month since it started in May of 2017. In May 2018, 696 rides were taken, bringing the total rides since the program’s inauguration to 3,758. Zagster has seen a 562 percent increase in monthly rides since it began, due to the fact that the program has expanded from three hubs and 18 bicycles to ten hubs and 50 bicycles. The city also added the option for riders to start or end their trip at any of the city’s public bicycle racks. The annual cost for Zagster Membership is \$25.00 and trips are billed at \$3.00 an hour after the first two hours.

Zagster stations are located throughout the city, including:

- Salem State University South and Central Campuses
- The Point Neighborhood
- Derby Square
- Salem Ferry Terminal
- Hawthorne Hotel
- Federal St. Downtown
- MBTA Commuter Rail Station, Lower Level
- North Salem at the corner of Orne St. And North St.
- Salem Willows

4.0 PUBLIC INVOLVEMENT/COMMUNITY INPUT

To fully understand the needs of the community and stakeholders, a comprehensive public involvement process was developed. The goal of this process was to work closely with the community, particularly older adults and others who are traditionally under-represented in the planning processes. A working group of stakeholder representatives was assembled to help guide the study and ensure that the needs of the stakeholders were understood. After the stakeholder group was formed, it was agreed that two additional public outreach meetings were to be held and a city-wide transportation survey conducted. This section summarizes information collected at these meetings and through the survey.

PUBLIC MEETINGS

The public meetings were run by representatives from both the City of Salem and TransAction Associates. At each meeting, a brief introduction to the topics to be covered was presented and then attendees were asked to provide comments on questions related to transportation services in the city. Meeting notes are provided in the Appendix and summarized below.

SEPTEMBER 20, 2017 - STAKEHOLDER MEETING

At this meeting, the framework of the study was developed by the stakeholders identified in the acknowledgement section of this report. Approximately 22 attendees met on September 20, 2017 at the City Hall Annex. A brief presentation by city staff and TransAction Associates was given to introduce the project, and then the attendees were separated into three break-out groups and asked to discuss several questions related to the study. The discussions were facilitated by senior TransAction Associates staff. Key questions and responses are summarized below.

What are the biggest challenges around transportation in Salem?

- Seniors have no access to local transit for social trips
- Seniors can only bring two bags on the COA van for a shopping trip
- Senior population is rising due to good health
- Seasonal tourism during summer and in October
- Future Power Plant Redevelopment in North Salem

Where are there significant gaps in existing service?

- Lack of an east/west connection
- Lack of service between Salem State University/Jefferson Avenue and downtown
- Lack of service to Salem Willows and North Salem
- Lack of service to Market Basket, Walmart and other shopping centers
- Employee services

What information should be collected as part of the study?

- Information on car share services located in the city such as Zipcar, Uber and Lyft
- Information from the Waze application
 - Gaps in MBTA bus services
 - How Council on Aging vans are used
 - Accessibility of the city's taxi services
 - Availability of school buses for other than student use and bus accessibility
 - Bicycle accommodations in the city, both existing and future
 - After school and evening transportation needs of Salem High School students
 - Salem State University shuttle service routes and gaps in service
 - Locations of existing public parking areas

What needs to be considered in operating a shuttle service in Salem?

- Who are the users and where do they live
- How will accessibility be handled
- Where would passengers park
- Existing traffic flows through the city
- How will shuttles interconnect with other transportation services
- How will the shuttle service be marketed
- Should the buses have bicycle racks
- Will shuttle routes and schedules be different season to season
- Financial planning (initial and operational costs, fares and possible funding sources)

FEBRUARY 12, 2018 – PUBLIC MEETING

In order to gain insight from the public-at-large, the City of Salem with TransAction Associates hosted a public meeting at the City Hall Annex. Approximately 37 residents attended and several meeting attendees followed up with emails to city staff. Similar to the meeting held with the stakeholder representatives, the meeting included brief presentations and break-out sessions where participants were able to give their specific feedback on major challenges around transportation. The key questions and responses discussed in the groups are summarized below.

What are the biggest challenges around transportation in Salem?

- Increased traffic and insufficient parking during the summer and in October
- Conditions of sidewalks and roads
- Seasonal fluctuations in city's population
- Poor accessibility of existing services

Where are there significant gaps in existing transit service?

- MBTA bus schedules are not convenient and some are underutilized (in particular bus route #459)
- MBTA buses primarily provide service in and out of the city and do not service intra-city connections
- MBTA bus frequency/reliability/efficiency are not good
- Access to, and the ability to use, transit/bus tracker applications
- Lack of coordination/connections between services
- Lack of bus shelters
- Lack of service between North Salem and downtown
- Lack of connection between the Commuter Rail Station and Salem Hospital
- Lack of weeknight and weekend service
- Lack of service to Logan Airport

What information should be collected as part of the study?

- Data on other shuttle services such as those provided in Framingham/Metrowest and Lexington (Lexpress)
- Utilization of Salem State University shuttle bus service (often they appear empty)

- Potential for expanding the existing trolley service
- Feasibility of using the existing COA vans for residents other than seniors

What needs to be considered in operating a shuttle service in Salem?

- Accessibility/wheelchairs
- Child safety/strollers
- Snow management at shuttle bus stops
- Daily service, including weekends
- Special events
- Service to students to/from home and school
- Affordability
- Connection to existing summer trolley service
- User-friendly system information via transit apps and shuttle tracking
- Funding
- Volunteer services

Where would you like to go if a shuttle service was provided?

- Transportation hubs
- North Shore Medical Center and other medical facilities
- Highland Avenue shopping areas and the North Shore Mall
- Council on Aging
- Endicott College/ Salem State University
- Shop and Shop in Peabody
- Parks and beaches
- Downtown (City Hall/Library)
- The Point neighborhood
- Special events

FEBRUARY 14, 2018 – MEETING WITH COUNCIL ON AGING (COA)

City of Salem staff attended a COA Valentine's Day party and met with more than 45 Salem seniors to fully understand the needs and concerns of the aging population of the city. Although this meeting was combined with a Valentine's Day party and was a less formal meeting than the first two, useful information was obtained from the seniors. A summary of the key questions posed at the meeting and responses is provided below.

What are the biggest challenges around transportation in Salem?

- Lack of parking and traffic
- Poor roadway and sidewalk conditions
- Lack of evening transit options
- Cost of taxi services

How did you get to the party/meeting today?

- Most seniors reported they drove to the party. These seniors suggested they would not be interested in a shuttle service.
- Others reported using the COA van or were transported by a caregiver. As expected, these seniors were more interested in a shuttle service.

How do you typically get around Salem and what is your experience with this option? What could be improved?

- Seniors indicate that they currently use the COA van, the MBTA's RIDE, or walk. These seniors seemed more open to a shuttle service and indicated they would use the shuttle for evening commuting and social events.
- Seniors seemed generally happy with the existing COA van and its management, but would like to see more service in neighborhoods and downtown, as well as trips to the mall.
- Some mentioned that the COA van service has too many rules.
- Many seniors commented on the great number of pot holes on roadways, which COA vans do not handle well.
- Most seniors had not heard of Lyft or Uber.
- Drivers mentioned that pavement markings are difficult to see at night.

If a shuttle service were available within the city, or to destinations outside of Salem, where are some of the locations you would like to go?

- Downtown (particularly for free events)
- Salem Willows
- Shopping areas, including grocery stores and banks
- Lahey Clinic
- Recreational evening events, including movie theaters

JULY 19, 2018 – STAKEHOLDER GROUP MEETING

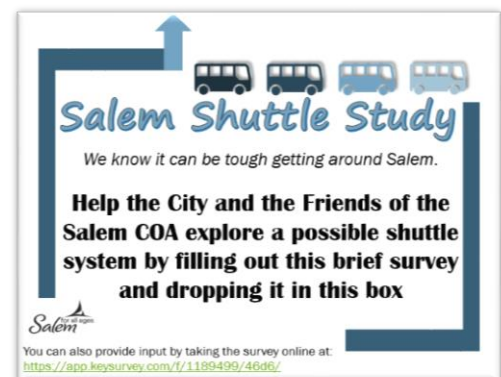
City of Salem Staff, TransAction Associates and 14 members of the stakeholder group met at the City Hall Annex to review a draft of this report. The report was emailed to all members of the stakeholder group prior to the meeting for their review. At the meeting a brief presentation including highlights from the report was given by TransAction Associates. Following the presentation, the group shared comments and feedback. Complete notes from the meeting are included in the appendix.

CITY OF SALEM TRANSPORTATION SURVEY

In order to better understand some of the larger transportation issues in Salem, TransAction Associates and the City of Salem launched a survey. An online version of the survey was posted on the city's website and emailed to stakeholder representatives to share with their employees/residents/members.

Additionally, paper copies of the survey and collection boxes were placed at the Council on Aging, the Library, City Hall and the public meeting room at City Hall Annex. In total, 593 responses were received, of which 34 were provided by students. Approximately 66 percent of responses were from residents who work either full-time or part-time, 25 percent were from retirees and 9 percent were from residents who are not working. A copy of the survey is included in the Appendix.

The survey included a number of open-ended questions, which resulted in excellent qualitative data. Quantitative questions were related to mode choice, neighborhoods, transportation



challenges, and access to a vehicle. Approximately 78 percent of respondents reported that they have access to a private vehicle, 13 percent stated they did not have access, and 9 percent reported that they occasionally have access. Based on this data, it is noted that a significant portion of the data collected is not representative of the transit-dependent populations in Salem. However, with good public transit and a well-designed shuttle service, residents who have access to a vehicle may in the future choose not to drive. Thus, the information collected from the respondents who currently have access to a vehicle is very relevant to this study. A few select survey questions are repeated below with the question's responses summarized in either tables or charts.

How do you travel?

Residents were asked how they typically get to where they need to go. Since many people, especially those who live close to a downtown area or transit hub, use more than one travel mode, the question allowed multiple answers. Not surprisingly, as most of the population who responded to the survey had either full or partial access to a vehicle, when asked how they typically get where they need to go, 80 percent indicated that they typically use their personal car. However, 60 percent reported walking to their destination, 40 percent used the commuter rail and 20 percent used on demand services such as Lyft, Uber, and taxis.

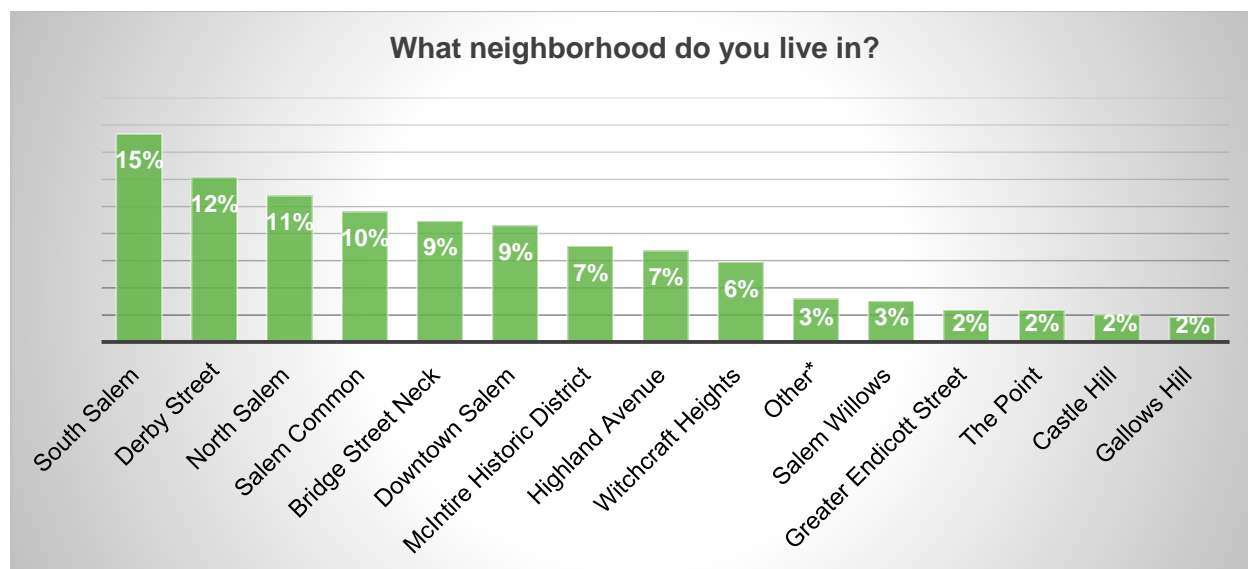
To better understand the behaviors of potentially transit-dependent population, the travel modes of respondents without a car were examined in more detail in the table below. Both walking and on demand services are more popular than existing public transit with this population.

Commute Mode Split for Respondents Without Access to a Vehicle	
Mode	Responses
Walk	9%
Commuter Rail	6%
MBTA Bus	6%
Taxi	5%
Uber/Lyft	4%
The RIDE*	2%
COA Van	2%

*MBTA's paratransit service

Where do you live?

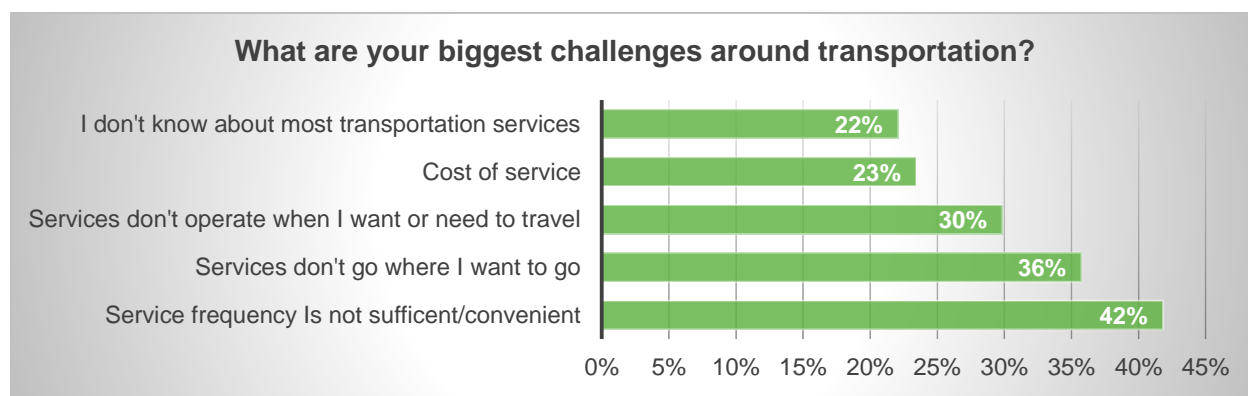
The survey included a question on where the respondent lives to better define where there is a need for expanded MBTA services and what the service area should be for future shuttle buses. The data from this question is summarized in the chart below and shows that the greatest number of respondents live in South Salem and along Derby Street.



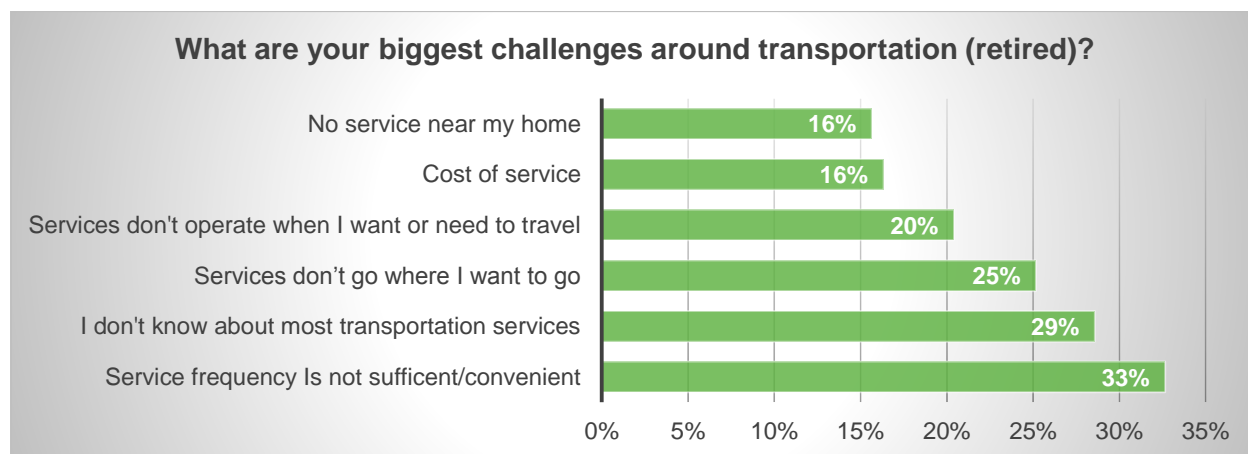
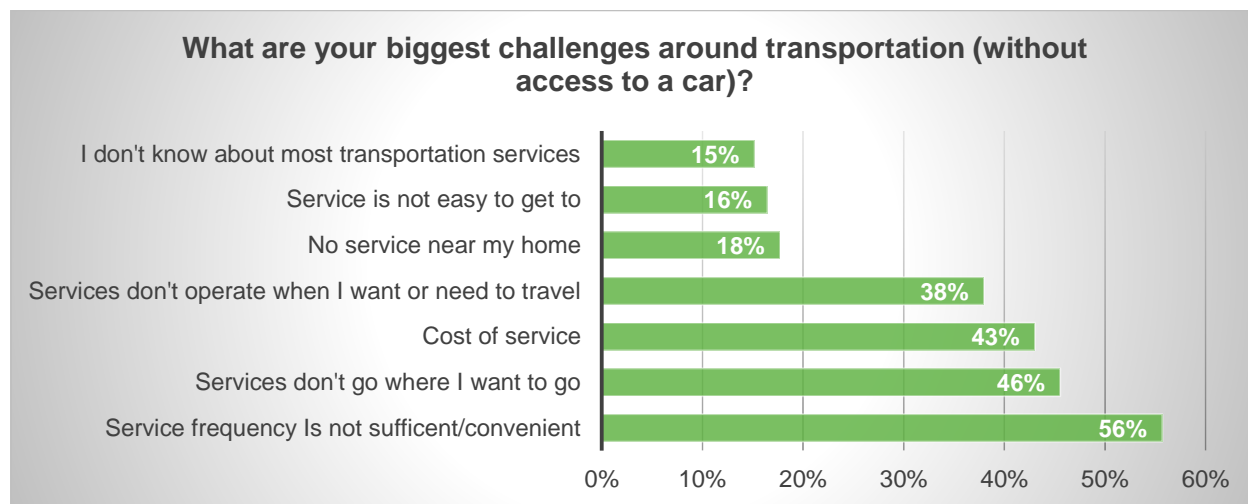
*Responses included Vinnin Square, Salem State University, Lafayette Street, and other towns such as Beverly and Newbury.

What are your challenges around transportation?

The chart below summarizes the major challenges around existing transportation in the City of Salem. The two major challenges were related to frequency of service and that services did not serve desired destinations.



To establish if the challenges are different for residents who do not have a vehicle or for retired residents, two additional charts were created. In the first, data collected only from respondents without a vehicle was summarized. As expected, the results were similar to the population as a whole with frequency and a lack of service area cited as the most common challenges. As seen in the chart for retired residents, frequency is still the most common challenge, but a lack of information is the second most common challenge.



Reviewing only data from respondents who use the MBTA bus service, the following was determined:

- 33 percent reported service frequency is not sufficient or convenient.
- 25 percent reported services don't operate when I want or need to travel.
- 36 percent reported that the service does not go where I want to go.

Of the 279 respondents who said that they had access to a personal vehicle, 28 percent said that service frequency is not sufficient or convenient. More than 30 percent of respondents with access to a car did not know about most of the available services near them.

Where do you travel to and for what purpose?

In addition to examining the modes residents use, the survey collected data on where residents are traveling. Respondents were asked to select where they go and for what purpose (work, food shopping/retail/errands, dining/night life, recreational/social, education and medical). The data, summarized in the table on the next page, shows the most popular destinations are downtown Salem, Highland Avenue and the Liberty Tree and Northshore Malls. The most popular trip purposes were related to recreation/social and retail shopping. There was also an “other” option, to which the top responses were: Boston (77) for work, school, and medical appointments; Danvers (29) for medical appointments, food shopping, and retail shopping; and Beverly (25) for recreation and personal errands.

To understand the travel habits of the city’s students, data obtained from the 34 student respondents was analyzed. Similar to all responses, the most popular destination for students was downtown Salem, while the most popular trip purposes were related to recreation/socializing and retail shopping.

What should the feasibility study include?

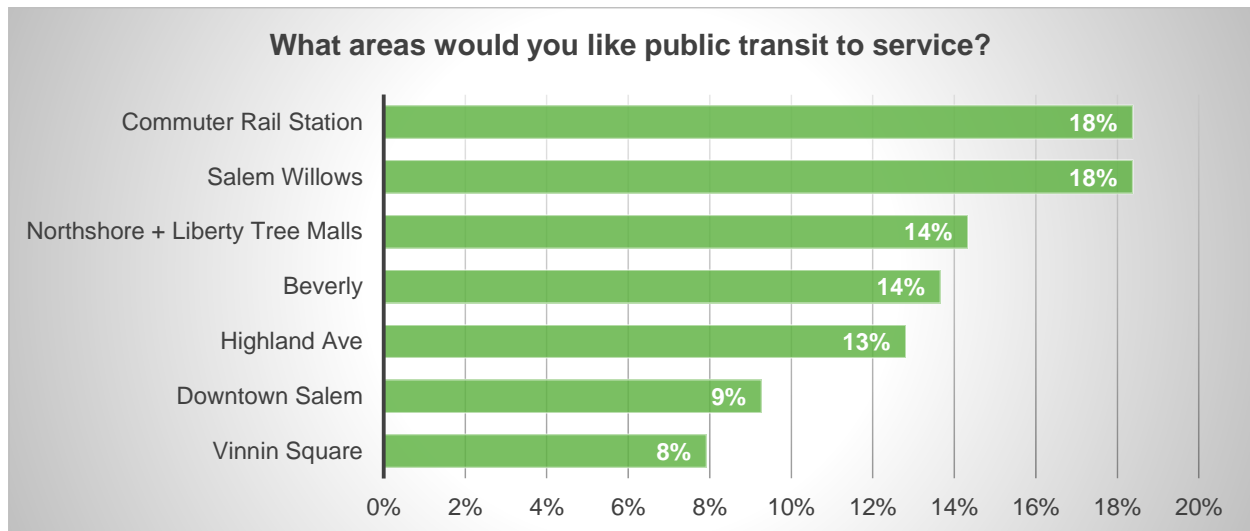
To ensure that this study was responsive to city residents, the survey included a question on what issues should be addressed in this study. This was an open-ended question where the respondent typed in their comments. The most common response was about the frequency/schedule of a possible shuttle service. Other leading concerns were regarding the cost to operate or ride the shuttle and accessibility.

Trip End by Geographic Area – All Responses									
Trip Destination	Work	Food Shopping	Retail	Errands	Dining/ Nightlife	Recreation/ Social	School/ Education	Medical	Total
Bridge Street	22	25	22	53	54	54	14	5	249
Castle Hill/Jefferson	18	19	12	39	22	25	12	9	156
Derby Street	30	63	86	91	213	174	2	7	666
Downtown Salem	93	166	301	356	399	342	26	24	1,707
Gallows Hill	10	4	4	10	6	17	3	10	64
Highland Avenue	39	287	178	152	29	31	15	189	920
McIntire Historic	22	5	7	68	11	101	6	2	222
North Salem	24	19	14	32	21	53	7	7	177
The Point	18	16	15	22	44	45	16	6	182
Salem Common	18	17	22	23	58	267	4	0	409
Salem Willows	10	15	10	13	81	320	1	2	452
Downtown Peabody	24	48	30	58	65	44	5	16	290
Downtown Beverly	26	59	108	100	205	134	4	41	677
Vinnin Square	18	240	218	159	97	48	2	37	819
Northshore Mall/ Rte.114	18	130	330	120	115	80	3	60	856
Liberty Tree Mall	25	150	330	118	96	93	1	47	860
Marblehead	27	35	72	45	132	149	7	28	495
Total	442	1,298	1,759	1,459	1,648	1,977	1,288	490	9,201

Where are some destinations you would like a potential shuttle to serve?

In order to get a better picture of where a possible shuttle should go, the survey included a question regarding desirable locations within, or outside of, the city. Approximately 18 percent of respondents indicated they would like service to be provided to the commuter rail station and

to Salem Willows. Downtown Salem and Vinnin Square were requested by slightly less than 10 percent of respondents.



Why do you use, or not use, existing transit services?

The final questions in the survey were about why respondents chose to use, or not use, transportation services other than a personal car. For those who use alternative transportation, the biggest motivating factor was the limited availability of parking in the downtown area. Other motivating factors were cost and traffic. Those that do not use other forms of transportation besides their own car mostly pointed to convenience as their biggest motivating factor.

5.0 CITY OF SALEM TRANSIT NEEDS

From information collected through public input and an inventory of the existing services provided in the city, gaps in existing service areas, populations served, and schedules were clearly identified. A more dependable transit service was also identified as a need in the city.

GAPS IN SERVICE AREAS

In the responses to the question, “what are your biggest challenges around transportation”, over a third of survey respondents suggested that the existing services do not go where they want to go. This was a frequent complaint heard at the three public meetings. A key issue identified through the process was the lack of connections between major city neighborhoods.

While the survey conducted as part of this study generally focused on travel within the city, comments provided in the open-ended response questions to the survey indicated a number of locations outside of the city that residents would like access. These included locations in Danvers, Peabody, Beverly, Lynn and Swampscott. The MBTA systems in Salem provide access to all of these communities. However, the buses generally travel along major arterials and are not easily available to neighborhoods and large residential populations.

GAPS IN POPULATIONS SERVED

The inventory of existing transit services strongly suggests that transit service for seniors is limited. COA vans are available by appointment, but provide service to a limited area and most importantly do not accommodate trips for recreational/social purposes. For the health of seniors, it is well documented that social interaction is key for providing a good quality of life. The success of the COA’s evening/weekend pilot indicates that there is a need for better access to more services that allow seniors to engage in social activities.

Although service to seniors is limited, they do receive curb-to-curb service and SSU students almost receive door-to-door service with the three shuttle programs available to them. However, for the remaining population transit is less easily accessible. The COA vans are for the sole use of seniors and disabled residents, the RIDE is for disabled persons and the SSU shuttles are restricted to the SSU students, staff and visitors. The Salem trolley, Haunted Happenings Shuttle, and the Salem Harbor ferry/taxi are generally utilized by tourists and are not available all year.

GAPS IN SCHEDULES/DEPENDABILITY

Based on input received at the February 14th meeting at the COA, the lack of evening service and the lack of transit options for social/recreational trips were identified as significant gaps in public transit. SSU students also indicated that the limited evening service is a problem. Although there is a demand-response service offered in the evening, students would need to know ahead of time when they would need transportation, a somewhat unrealistic goal for most students attending social events. Further, the student-run shuttles are in the process of moving toward a more fixed-route service which will limit access to evening service to specific destinations. Throughout the various stakeholder meetings, concerns about the lack of an evening service were expressed.

Although there are several MBTA bus routes within the city, seniors report difficulty in understanding the bus system/operations. They also suggest that bus services are not frequent enough and are not dependable. For a senior to feel comfortable using a public transit system, dependability is extremely important.

One of the major issues raised by survey respondents is the reliability and frequency of the MBTA bus routes. Five of the six bus lines that serve Salem had less than a 65 percent reliability score from the MBTA dashboard for May 2018. Bus routes 451, 456, and 459 do not operate on nights or weekends, and 465 does not run on nights or Sundays.

Survey responses and feedback from outreach indicate that lack of accessibility and reliability are the main reasons people choose not to ride the MBTA buses in Salem. Comments from the survey include: “I have to walk a mile to get to the nearest bus stop or rail. Very hard in the Winter!” and “MBTA buses are rarely on time and if very late, will skip runs.”

ROAD AND SIDEWALK CONDITIONS/PARKING AVAILABILITY

Another concern raised in both stakeholder meetings and on the survey is the condition of the roads and sidewalks in Salem. The combination of narrow road ways, and damaged or tough to navigate sidewalks, make it difficult to walk or bike. This impacts older citizens in particular.

One survey respondent said “My husband and I have disabilities and our neighborhood needs more sidewalks more crossing lights. It's hilly and unsafe.” Although much of this is due to the age of Salem, some investment in bike and sidewalk infrastructure will likely lead to more residents choosing to leave their cars at home.

Seventy-three survey respondents said that the reason they chose NOT to drive their cars (when possible) is due to lack of parking.

6.0 OTHER TRANSIT SERVICES (BEST PRACTICES)

To begin to address the gaps in existing services identified in the previous section, several transportation programs were selected to be studied for the purposes of determining best practices for providing and operating transit services. A summary of each service is provided below. This section concludes with specific best practices from each service.

BIG BLUE BUS

Located in Los Angeles County, California, the Big Blue Bus (BBB) is an example of an extremely successful, large scale, transit system. The BBB model was suggested by several of the members of the stakeholders working group for inclusion in this study due to its success and popularity. Governed by Santa Monica's City Council, the BBB's service area spans more than 51 square miles of greater Los Angeles and provides over 16.5 million rides for customers each year.



The BBB is able to get most of its funding through state grants. The rest of its funding comes from Los Angeles County sales tax and fare revenues. Despite it being a major service provider, similar to Boston's MBTA, the BBB is able to keep its fares relatively low at \$1.25 per ride. The BBB offers discounted rates to seniors and persons with disabilities, as well as a supplemental on-demand service.

One of their more innovative programs is the Blue to Business program. The program offers discounted fares to employees of certain businesses that contribute to the cost of operating the service. They offer the discounted rates for high school and college students as well.

BBB also brands itself very well with the service's name and graphics easily recognizable.

CROSTOWN CONNECT TRANSPORTATION MANAGEMENT ASSOCIATION

CrossTown Connect is a unique model of a Transportation Management Association (TMA) developed to manage and combine transit services offered in adjacent communities. Started as a partnership between participating communities (Acton, Boxborough, Littleton and Maynard), the group had a vision of an integrated local transportation system of shared resources. Rather than providing individual transportation services for specific groups (seniors, commuters, etc.), CrossTown Connect pooled their available resources to address the needs of area passengers. The organization took a patchwork collection of overlapping services and created a coordinated transportation system, which resulted in a more efficient use of all of the existing systems. In

addition, the data collected as part of the process enabled the group to advocate for new services in the region. Today several transit services are managed through the TMA. These include both demand-response shuttles routes and fixed-route shuttle routes.

DEMAND-RESPONSE SHUTTLE ROUTES

DIAL-A-RIDE #1 AND #2

Acton's Dial-A-Rides are demand-response services where riders can call to book a trip within the designated service area. Reservations are made for demand-response trips and are open to all people and all ages. This includes providing rides to children over the age of 12 with a parent/guardian's permission. The service area has expanded from its initial 3.5-mile radius to include all of the CrossTown Connect TMA's partner area communities. In addition, while the Dial-A-Ride shuttles primarily serve those who live in Acton, they are open to riders in the participating communities when space is available and the trip request fits into the route for the day. By collecting data and studying the trips booked for this service over a two-year period, Acton was able to assess popular stops and times, and from this data developed a new fixed-route service called the Cross-Acton Transit (CAT). The CAT is described below under Fixed-Route Shuttle Routes. There is a fare of \$1.00 for the Dial-A-Ride services, which are collected by the driver.

ROAD RUNNER (ACTON)

This is a demand-response service primarily used for medical appointments and seniors or people with disabilities, but open to all if space is available. It is operated through a partnership with the Lowell Regional Transit Authority (LRTA). Priority remains for medical trips and essential services, but by allowing people of all ages and accommodating trips other than medical ones, the utilization of the shuttles is high and people of all ages are connected, rather than separated. The fare is \$1.00 for a one-way trip.

OTHER COUNCIL ON AGING SHUTTLE SERVICES

Unlike Acton's Dial-A-Ride service, COA shuttle services in Maynard, Boxborough and Littleton are limited to seniors for medical and shopping trips. The TMA provides dispatch services for all participating towns' COA shuttles. Since moving to the central dispatch model, ridership has increased on all COA services. This is because the additional hours of live dispatch enable riders to speak to a live person to book trips. All-day dispatching also allows for cancellations to be back filled with passengers who were not initially accommodated.

FIXED-ROUTE SHUTTLE ROUTES

CROSS-ACTON TRANSIT (ACTON)

The Cross-Acton Transit (CAT) is a fixed-route service covering a loop through major residential locations and popular destinations in the Town of Acton. The fare is \$1.00 and is collected by the driver. The route is popular in Acton and provides approximately 262 weekday trips.



RAIL SHUTTLE/NORTH ACTON COMMUTER (ACTON ONLY)

This service connects satellite parking areas to the MBTA Commuter Rail Station in South Acton and has recently been extended to service neighborhoods in North Acton. The Rail Shuttle, initially funded with a Congestion Mitigation Air Quality Grant, connected satellite parking to the South Acton MBTA Commuter Rail Station to provide additional parking for commuter rail passengers.

MAYNARD COMMUTER SHUTTLE (MAYNARD/ACTON)

Funded in part by the Town of Maynard, and in part by a Community Transit Grant, this service uses the COA van before and after hours to connect a satellite parking area and some neighborhoods to the South Acton Commuter Rail station.

LITTLETON COMMUTER SHUTTLE (LITTLETON/WESTFORD)

Funded in part by the Towns of Littleton and Westford, and in part by a Community Transit Grant, this service is operated under contract by the Montachusett Regional Transit Authority and serves the Littleton Commuter Rail Station, as well as businesses in Littleton and Westford. The goal is for businesses to contribute as well

OPERATIONS/DISPATCH

The CrossTown Connect TMA has developed a new model for a centralized dispatch operation for the demand-response routes it services. Prior to the start of the TMA, each community's COA vans were limited to two-to-four hours of service because of limited dispatching. By banding together as a TMA and sharing the cost, the TMA is able to offer full-time dispatching. This is similar to some of the new Regional Emergency Dispatch Call Centers that have been established to save resources in the same fashion. The dispatch call center also began using a new dispatch software (Easy Rides) to book trips and develop schedules. This has enabled more efficient scheduling. Drivers receive their daily schedules via tablet, which allows for flexibility in making changes and adjustments during the day. It also automatically counts passengers as data on

delivered trips is uploaded from the tablet into the system, saving time and providing better data for analysis.

CrossTown Connect has seen a great deal of success and has won several awards recognizing them for their innovative approach to transportation.

BUDGET/FUNDING

The total CrossTown Connect TMA budget is approximately \$300,000/year for staffing and the dispatch call center. Part of the CrossTown Connect budget is funded through grants, particularly through the Community Transit Grant program and through partnership with local regional transit agencies. Each service is also funded by an allocation from the community in the annual budget. Business partners pay membership fees as well to support the work of the organization. Each individual community maintains their own budget for their COA vans and any other local shuttle services. Acton's budget for transit services is approximately \$500,000 annually.

THE BEDFORD DASH

The Town of Bedford looked at the model created in Acton and used it to start their own demand-response service. The DASH is a Dial-A-Ride service open to all Bedford residents and dispatched out of the same dispatch call center that operates the CrossTown Connect's TMA services. This allowed the service to get started with minimal costs and takes advantage of the same dispatch software that is used so successfully by CrossTown Connect. Initially conceived as a two-year pilot, the goal was to let residents make requests to travel within a designated service area and look for the establishment of patterns. After two years of operation the project will look to see if it is possible to establish fixed-route services based on the data collected about popular destinations and travel times. The program operates with a budget of approximately \$100,000 and is funded from a town allocation and a Community Transit Grant.

CAPE ANN TRANSPORTATION AUTHORITY (CATA)

CATA is one of fifteen regional transit authorities in Massachusetts and is funded with state and federal dollars, as well as from contributions from participating communities. It services the communities of Gloucester, Rockport, Beverly, Ipswich and Essex, and provides year-round fixed-route, ADA, and senior Dial-A-Ride transit services in the Cape Ann region. CATA is also the broker for Department of Developmental Services/MassHealth Transportation in the Cape Ann/North Shore area. CATA provides service for trips to Beverly and the malls on Saturday at a rate of \$5 roundtrip.

BEST PRACTICES

BIG BLUE BUS - COST SHARING

A cost-sharing model between the public and private sectors could be implemented in Salem, particularly with the large employers in the city, such as the North Shore Medical Center and Salem Five.

BLUE BUS - SCHEDULE FLEXIBILITY/SEASONALITY

Seasonality has a large impact on the Big Blue Bus because Santa Monica, much like Salem, is a popular destination in the summer. This is dealt with by making seasonal changes to the schedule and adding trips where necessary based on ridership patterns, which could be a consideration in Salem. The City of Santa Monica also has special events throughout the summer such as their concert series on Thursday nights. The Big Blue Bus adds trips to accommodate these events. Salem should take this model into consideration for its October events.

BLUE BUS - BRANDING

Simple colors and a catchy name help with awareness and marketing.

CROSSTOWN CONNECT - COA VAN SHARING

Allowing people of all ages to use COA vans is an initiative that Salem should model.

CROSSTOWN CONNECT - OPERATIONS/DISPATCH

The concept of expanding dispatch in order to allow more time for riders to speak with a live person, in combination with new technology, resulted in increased ridership. It also provided the ability to fill in gaps left by last-minute cancellations during the day, which could help to improve the efficiency of current COA services.

CROSSTOWN CONNECT TMA & BEDFORD DASH – DEMAND RESPONSE ROUTE TO FIXED-ROUTE

Using data obtained from running a demand-response route, including the most popular service times, origins and destinations helped to establish fixed-route services.

CATA – WEEKEND SERVICE

The weekend trip program offered by CATA is a model that Salem should consider due to the high demand for out of town trips to Beverly, as well as to the Northshore and Liberty Tree Malls (currently not provided by the MBTA).

7.0 ALTERNATIVES

The *Imagine Salem Progress Report* identified a guiding principle around transportation. Included in that guiding principle is the idea that:

“Salem believes in an accessible local and regional transportation system that provides alternative modes of transportation and choices. Salem aims to have a true multi-modal system that encourages active and sustainable transportation choices for everyday trips and empowers all travelers to safely use the streets.”

It is clear based on both the survey results and information gathered in the public meetings that there is interest in additional transportation services within the City of Salem. There are many potential services that the city could look to offer based on the feedback collected. This section presents a total of nine alternatives for improving transit in Salem. These include two alternatives (1 - 2) for improving existing services; five alternatives (3 - 7) for new services including intra-city circular loops, a demand-response shuttle service and an out-of-town transit service; and two alternatives (8 - 9) for joining another regional transit authority or forming a City of Salem/NSMC partnership.

Conceptual level cost estimates are presented as appropriate for each alternative. They were developed based on TransAction Associates’ experience with operating both fixed-route and demand-response shuttle routes. Cost estimates for services provided by the City of Salem should be confirmed by the city.

IMPROVEMENTS TO EXISTING SERVICES

ALTERNATIVE 1 - PROVIDE MORE DEPENDABLE MBTA BUS SERVICE

The MBTA offers limited service within Salem primarily traveling north to south along the city’s two major corridors (Route 107 and Loring Avenue/Lafayette Avenue). Data from the survey and information provided through the stakeholder group meetings indicate that some of the biggest challenges related to the MBTA bus services are the infrequency of service and poor reliability. The MBTA data on reliability confirms information collected as part of this study. With the inventory and feedback from this study, the city could meet with the MBTA to advocate for improvements to the services that would be beneficial to residents.

Primarily the city could advocate for improvements to reliability as a start and then for increased frequency of service. However, given the MBTA’s current fiscal constraints, it seems unlikely that any new services would be added.

Making existing schedules easier to read, promoting MBTA bus tracking apps through the COA and improved amenities at the stops, including bus shelters, may facilitate the use of the MBTA bus service in Salem.

ALTERNATIVE 2 – MAKE COA VANS AVAILABLE TO GENERAL POPULATION

In many communities the COA van is an underutilized resource. This comes from a long history of creating service “silos” around transportation that lead to defining individual services as being for one particular group. For example, school buses are for children and COA services are for seniors. As presented above in the chapter on Other Transit Services (Best Practices), the Town of Bedford is currently operating a successful service called the DASH that transports seniors, commuters, students and others all on the same Dial-A-Ride service. This is based on a model created in Acton. The goal of these programs was to break down barriers and put a wide variety of passengers on transportation services within the community to improve their efficiency and increase ridership. The result has been the successful implementation of a program that integrates different groups of riders onto the same service.

The Salem Council on Aging could undertake a process of reviewing their services to see how they might adopt some of these concepts. In addition to potentially opening up COA van services to students, commuters, and others as space is available, the city might consider other uses for its existing vans during off hours. For example, the Town of Maynard is currently using one of their COA vans in the morning between 6:00 a.m. and 8:00 a.m., and in the evening between 6:00 p.m. and 8:00 p.m. as a commuter service. The van travels through neighborhoods and a satellite parking lot and drops passengers off at the South Acton Commuter Rail Station before beginning its typical COA trips. Salem could look to operate one of the COA vans on each of the loops described below between 6:00 a.m. and 8:00 a.m., and 6:00 p.m. and 8:00 p.m. stopping only at the high- density residential locations and the Salem Depot Commuter Rail Station. During this two-hour period, each bus may be able to make two trips.

One challenge that can be posed by expanding COA van services as described below is that many communities, including Salem, employ only part-time drivers who have limited availability to drive. The city could explore hiring full-time professional drivers who can take on longer routes and improve service offerings and reliability. While this can increase costs in the short-term, it has the long-term benefit of improving service. As described above, driver pay rates for full-time drivers are in the \$20/hour range and as full-time drivers they would receive benefits. Depending on benefits and experience levels, driver salaries could be in the range of \$40,000 - \$55,000 annually.

SHUTTLE SERVICES

Alternatives for local shuttle routes were developed based on information obtained from the public meetings, previous studies, the city-wide survey and suggestions from the Council on Aging. Participants at the three public meetings were very engaged in the process and had a high level of understanding of transportation issues as they related to Salem. For these reasons, only a limited number of shuttle alternatives were analyzed as part of this process. The alternatives identified through this process included the shuttle routes previously identified by a number of stakeholders who shared feedback including Fred Norton of the Council on Aging (COA), as well as the potential for expanded service offerings through the COA.

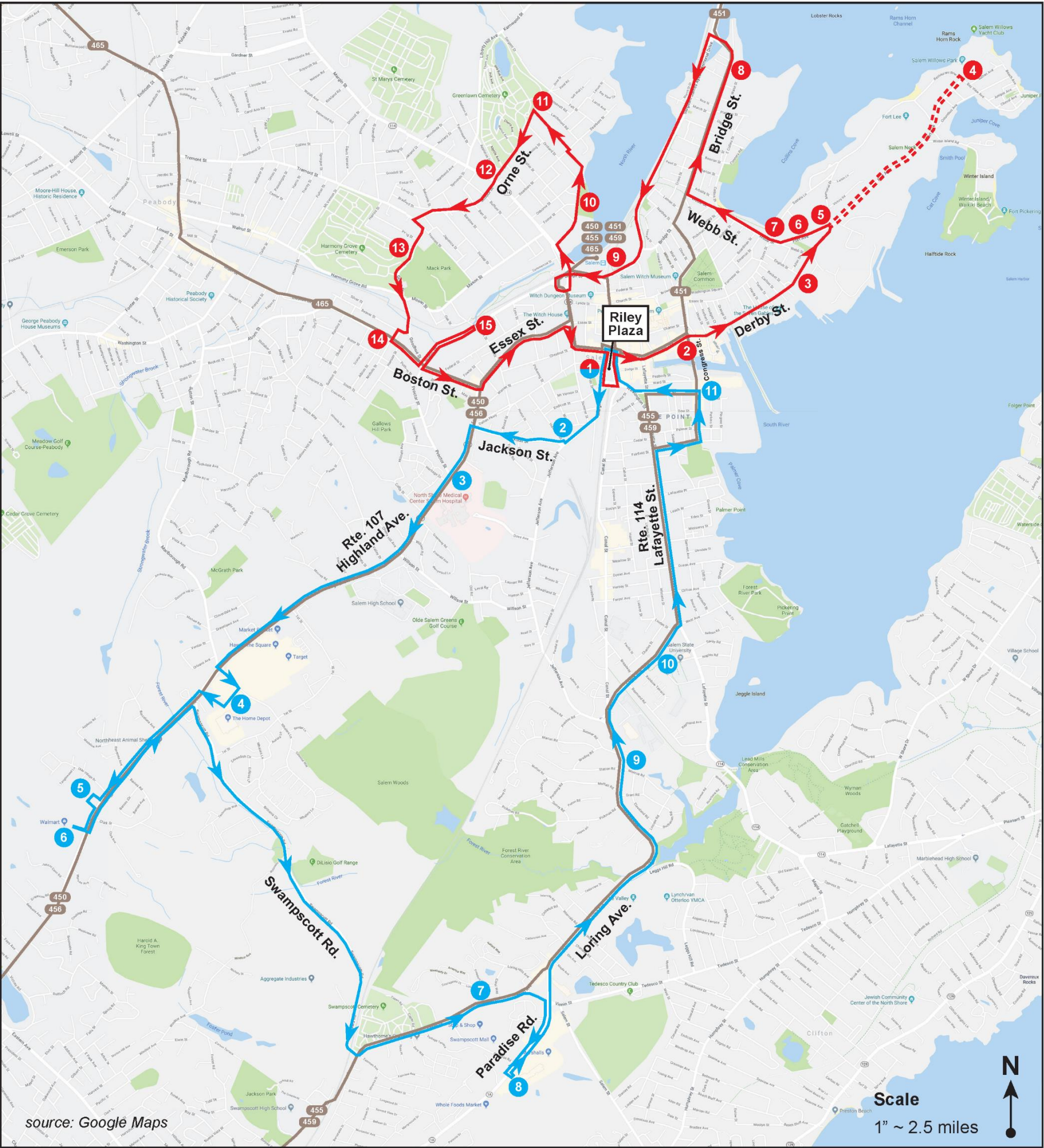
In terms of continuing to build a base for a solid system that can be expanded, local shuttle loops that would better connect neighborhoods throughout the city to key destinations is a logical alternative. Working closely with the Council on Aging Transportation Director and many others, two fixed-route loops were identified based on a knowledge of the city and of popular origins and destinations of the city's senior population. These routes were reviewed and modified slightly in response to the data collected as part of this study. It should be understood that these routes may continue to be adjusted and modified, based either on comments received on this study or based on real-life experience, if and when, one of the shuttle alternatives is implemented.

ALTERNATIVE 3 - PROVIDE A NORTHERLY FIX-ROUTE LOOP

Two versions of the northerly loop were developed: one has the bus turning left from Derby Street onto Fort Avenue and the other has the bus turning right from Derby Street onto Fort Avenue and continuing to Salem Willows. Details of both versions of the northerly routes are illustrated in a figure and in a table that follow. The bus stops listed in the table correspond with the stops shown on the figure. Because the new Salem Community Life Center is anticipated to be completed and occupied in the fall of 2018, prior to implementation of the recommendations in this report, the northerly route provides a stop at the new center at 401 Bridge Street and does not include a stop at the existing COA facility. This loop provides a number of connection points to existing MBTA bus routes and would serve the MBTA Commuter Rail Station.

ALTERNATIVE 4 - PROVIDE A SOUTHERLY FIX-ROUTE LOOP

Details of the southerly route are illustrated in a figure and in a table that follow. The bus stops listed in the table correspond with the stops shown on the figure. This loop is designed to service many of the destination points identified through the public input process.



Legend

Northerly Loop

Northerly Loop Option

Southerly Loop

Proposed Stops

MBTA Bus Routes

Alternatives 3, 4, & 5

Northerly & Southerly

Fixed Route Loops

TransAction Associates

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Northerly Fixed-Route Loop		
Stops		Destinations Served
1	Riley Plaza	<ul style="list-style-type: none"> • Riley Plaza West Lot Parking • Riley Plaza East Lot Parking • Downtown Area
2	Derby Street and Congress Street	<ul style="list-style-type: none"> • South Harbor Garage Parking • Waterfront Area • House of Seven Gables • Derby Street Neighborhood • 289 Derby Street Park
3	Ferry Stop	<ul style="list-style-type: none"> • Harbor Shuttle/Taxi and Salem Ferry
4	Salem Willows (this is stop may or may not be included)	<ul style="list-style-type: none"> • Winter Park • Salem Willows • Winter Park
5	Derby Street and Fort Avenue	<ul style="list-style-type: none"> • Irzyk Park
6	Fort Avenue and Lee Fort Terrace	<ul style="list-style-type: none"> • Salem Housing Authority
7	Webb Street and Fort Avenue	<ul style="list-style-type: none"> • Salem Common
8	Bridge Street and Pierce Avenue	<ul style="list-style-type: none"> • Collins Cove Park • Bridge Street Neck
9	Salem MBTA Station	<ul style="list-style-type: none"> • MBTA Parking • Bell at Salem Station
10	Furlong Park	<ul style="list-style-type: none"> • North River
11	Lee Street and Orne Street	<ul style="list-style-type: none"> • Neighborhoods
12	Orne Street and North Street	<ul style="list-style-type: none"> • Neighborhoods
13	Mack Park	<ul style="list-style-type: none"> • Mark Park
14	Grove Street and Boston Street	<ul style="list-style-type: none"> • Gallows Hill • Library • McIntire District
15	Salem Council on Aging	<ul style="list-style-type: none"> • COA
1	Riley Plaza	

Southerly Fixed-Route Loop		
Stops		Destinations Served
1	Riley Plaza (Margin Street in front of Post Office)	<ul style="list-style-type: none"> • Riley Plaza West Lot Parking • Riley Plaza East Lot Parking • Downtown Area
2	Jackson Street and Jefferson Avenue	<ul style="list-style-type: none"> • Boys and Girls Club • Collins Middle School
3	North Shore Medical Center	<ul style="list-style-type: none"> • Medical services • Salem High School
4	Market Basket/Target	<ul style="list-style-type: none"> • Hawthorn Commons • Pequot Highlands
5	North Shore Physicians Group	<ul style="list-style-type: none"> • Medical services
6	Walmart	<ul style="list-style-type: none"> • Walmart
7	Loring Towers	<ul style="list-style-type: none"> • Residential
8	Vinnin Square	<ul style="list-style-type: none"> • Shopping
9	Greenhouse School	<ul style="list-style-type: none"> • Greenhouse School • Rainbow Terrace
10	Salem State University	<ul style="list-style-type: none"> • Forest River Park • Salem State University • Saltonstall School • Palmer Cove Park
11	The Point	<ul style="list-style-type: none"> • Salem Theater Company • Palmer Park
1	Riley Plaza	

ALTERNATIVE 5 – PROVIDE NORTHERLY AND SOUTHERLY FIXED-ROUTE LOOPS

If the city is able to fund both the northerly and southerly fixed-route loops, this alternative would provide excellent coverage of the city and could easily be coordinated at Riley Plaza. This location has the potential to be a good multimodal hub for the city as it is located in the vicinity of several parking lots and is near a Zagster Bicycle Station.

Both routes would be timed so that connections between the two can easily be made at Riley Plaza. A bus shelter or waiting area near this established hub would make it more usable in inclement weather.



DETAILS FOR ALTERNATIVES 3, 4 AND 5

EQUIPMENT

A 25-passenger shuttle is recommended for both routes as many of the roads in Salem are narrow. This smaller size bus would be easier to navigate than a larger bus. All shuttles would need to be fully accessible and provide wheelchair lifts. Shuttles should be equipped with a GPS tracking application so riders can see when the shuttle will arrive and where they are on the route in order to plan their trips. WiFi should also be provided on all shuttles for the convenience of passengers.

SCHEDULE/HEADWAYS

There are many possible schedule variations that can be considered. Often for community-based services the schedule and headways are determined by the budget allocated to the project, which of course determines the number of shuttles/drivers assigned to the project. If the city is committed to piloting one or both of these routes, then a schedule can be launched for the pilot and adjusted and expanded upon over time. All schedules should assume a one-hour break for the driver, as well as some opportunities for the driver to stop in between loops. Service could operate partially as a “flag down” system as it passes by or through many neighborhoods. The shuttle would have some designated stops to allow for route timing, but it would be able to be flagged down to pull over for pick-ups and drop-offs at any safe spot.

Below are some possible scenarios for consideration:

- If the route will serve commuters, begin at 7:00 a.m. and end at 6:00 p.m.
- If the route will not service commuters, begin at either 8:00 a.m. or 9:00 a.m., and end at either 7:00 p.m. or 8:00 p.m.
- Provide 10 hours of service with approximately one hour for a driver break.
- With one vehicle per loop, headways would be approximately one hour, except if Salem Willows is added as a stop on the northerly loop. This stop could easily increase the headway to 1.5 hours.
- With two vehicles per loop, headways could be reduced to every 30 minutes. The second bus could run for a shorter time, say nine hours (during peak periods) with eight hours of peak period service and a one-hour driver break.
- With two vehicles assigned to the northerly loop, one vehicle would begin at Riley Plaza and the second would begin at the midway point at the MBTA Station. With service to Salem Willows headways would increase to approximately 45 minutes.
- With two vehicles assigned to the southerly loop, one vehicle would begin at Riley Plaza and the second would begin at the mid-day point at Vinnin Square.
- With two vehicles assigned to the southerly loop, one vehicle would circulate clockwise and the second vehicle would circulate counter-clockwise. In this scenario a passenger starting at Riley Plaza, traveling south along Highland Avenue, say to Salem Hospital, could return to Riley Plaza traveling north along Highland Avenue avoiding circulating in the bus along the entire loop.
- Alternatively, the second bus on each loop could start from Riley Plaza 30 minutes after the first bus.

FARES

Fares should be kept low so cost is not a barrier. The CrossTown Connect services charge \$1.00 per trip with multi-ride ticket discounts offered. The Bedford DASH charges \$2.00 per trip in-town with a \$20 multi-ride ticket offering \$25 worth of rides. Fares for the Salem shuttles should be similar.

The MBTA's farebox recovery ratio (the amount of money collected in fares vs the cost of the service) is 40 percent, which is roughly the national average for a large fixed-route transit system. A smaller system, like the one being considered here, might expect to yield 20 percent farebox recovery in a best-case scenario.

OPERATIONS/COSTS

Given that this is a pilot, the city will need the flexibility to make program adjustments to the size and number of vehicles. Thus, the city should consider a vendor to provide this service initially. The vendor should be able to provide a range of vehicle sizes to give the city the ability to adjust as needed. Both the city and vendor would need to comply with all licensing, Department of Public Utilities and Federal Transit Administration rules, including drug and alcohol testing for drivers and federally mandated limitations on driving hours. In addition, both entities would need to ensure that a plan was in place for a back-up vehicle and driver.

The estimated costs for both a contracted-out service and city-operated service are detailed below.

Vendor Operated:

- A 25-passenger ADA compliant bus operating for ten hours a day on a 10-mile loop, Monday through Friday for 254 days/year, would likely cost in the range of \$67.00/hour or \$170,000 per vehicle per year.
- Overtime rates would likely apply to weekend service so the rate would be closer to \$76.00/hour. Saturday and Sunday service at these rates are calculated at an additional \$76,000/year.
- In terms of potential fare collection, if it is assumed buses are 20 percent occupied (45 trips/day) and fares are set at \$1.00 per trip, annual fare collection could range between \$12,000 (without weekend service) to \$17,000 (with weekend service). This may be lower to start as the service is getting established.

City Operated:

If the city decided to purchase their own fleet, the cost would be approximately \$92,000 for each 25-passenger ADA compliant vehicle. As a municipality Salem may be able to get better pricing on a vehicle. Annual operating costs per bus are estimated at \$87,000 including the driver's salary, bus maintenance and insurance, fuel costs and GPS/Wi-Fi.

ALTERNATIVE 6 - OUT-OF-TOWN SHUTTLE SERVICES

The survey indicates an interest in a number of out-of-town routes. Chief among these was service to the Northshore and Liberty Tree Malls, the Market Basket in Danvers (closer to large Salem populations than the Salem Market Basket store for certain areas), and to medical services in Lynn and Beverly.

If the in-town loops are implemented, it may be possible to schedule trips to specific out of town locations on certain days. For example, if two vehicles were on the northerly loop, on Mondays one of the vehicles could have a route variation that goes to Market Basket in Danvers and on other days to the Northshore Mall. This would help to assess demand to determine the potential for ridership on these routes.

Assuming this service is offered with either Alternative 3, 4 or 5, the additional operating costs would be negligible.

ALTERNATIVE 7 - DEMAND-RESPONSE SHUTTLE SERVICE

This option would have the city add another service, open to all residents, similar to the Council on Aging service where a resident would call dispatch to reserve a ride on a van service. A service area would be established that should include the entire city and some select out-of-town locations such as the Liberty Tree Mall and medical facilities in neighboring communities. The service should be fairly limited to start, so trips out of town are infrequent because they would effectively take the bus out of service for long periods.

Through a demand-response service, enough data on usage could be compiled within a few years to develop optimal fixed routes as was the case with the Cross-Acton Transit service, which was developed based on the Dial-A-Ride routes. However, demand-response services generally have a higher per-passenger cost and carry fewer passengers on each trip than fixed routes. Vendor costs are provided below along with comments on costs should the city decide to operate the service.

Vendor Operated:

- A contracted service for a 14-passenger accessible vehicle should be expected to cost in the range of \$50/hour. Assuming 8 hours/day of service on weekdays, annual costs would be approximately \$102,000.
- The cost for a vendor to provide a dispatch service is estimated at \$22,000 per year assuming only weekday service is provided.

City Operated:

- The on-demand service could be operated with one of the existing COA vans when they are not in service. The COA van would just need to account for the driver costs (based on current rates, unless new drivers are added as part of the recommendations for expanding the COA), vehicle wear and tear, and fuel, and so should be much lower.

- It seems unlikely that there would be capacity within Salem’s COA to handle the additional dispatching so costs associated with administrative hours need to be considered. Depending on available resources, this could entail the COA hiring an additional part-time staff person at 20 hours a week to manage the service.
- The ability of the city COA’s existing dispatch software may need to be assessed to determine if it could handle to the additional demand associated with the expanded service.

PARTNERSHIPS

ALTERNATIVE 8 – JOIN THE CAPE ANN TRANSPORTATION AUTHORITY (CATA)

It is unlikely that Salem would be able to join CATA in an effort to get local services from them using the MBTA Assessment (estimated at \$944,714 for FY 19) as the city currently receives fixed-route bus service from the MBTA, which precludes the city from joining the CATA (m.g.l. Chapter 161b, section 3).

However, the weekend trips program offered by CATA is a model that Salem should consider due to the high demand for out of town trips to Beverly, as well as to the Northshore and Liberty Tree Malls (currently not provided by the MBTA).

ALTERNATIVE 9 – PARTNER WITH THE NORTH SHORE MEDICAL CENTER

The North Shore Medical Center runs two 12-seat shuttle buses between their off-site employee parking areas and the North Shore Medical Center. As these buses are not utilized on weekends, the city could explore opportunities to utilize/share the North Shore Medical Center vans/shuttles for weekend service. However, as described previously, these buses are not handicap accessible.

SUMMARY

A summary of the benefits and costs associated with the nine alternatives presented above is provided in the table on the next page. Details for estimated income from fares, initial costs and operating costs are provided in the Appendix. It is noted that all estimates assume one bus operating per route.

Alternative Analysis Summary													
	Alternatives	Benefits				Potential Income (Fares)		Estimated Costs if Vendor Operated			Estimated Costs is City Operated		
		Connect Neighbor-hoods	Improve Existing Bus Services	Provide Night Time Service	Provide Out of Town Service	Weekdays	Weekends	Initial Cost	Annual Cost for Weekday Service	Annual Cost for Weekend Service	Initial Cost	Annual Cost for Weekday Service	Annual Cost for Weekend Service
1	Improve MBTA Bus Service (Dependability and Frequency)		✓		✓			N/A	N/A	N/A	N/A	N/A	N/A
2	Make Available COA Vans to General Population	✓			✓			N/A	N/A	N/A	N/A	N/A	N/A
3	Provide a Northerly Fix-Route Loop	✓				\$12,000	\$5,000	\$0	\$170,000	\$76,000	\$92,000	\$87,000	\$50,000
4	Provide a Southerly Fix-Route Loop	✓				\$12,000	\$5,000	\$0	\$169,000	\$76,000	\$92,000	\$87,000	\$50,000
5	Provide Northerly and Southerly Fixed-Route Loops	✓				\$24,000	\$10,000	\$0	\$338,000	\$152,000	\$184,000	\$174,000	\$100,000
6	Establish an Out-of-Town Shuttle Service				✓			No additional cost if Alt. 4, 5 or 6 are implemented			No additional cost if Alt. 4, 5 or 6 are implemented		
7	Establish a Demand-Response Shuttle Service	✓		✓	✓	\$2,100	N/A	\$0	\$124,000	N/A	\$0	TBD	N/A
8	Join the Cape Ann Transportation Authority (CATA)				✓			TBD	N/A	N/A	N/A	N/A	N/A
9	Partner with the North Shore Medical Center			✓				N/A	N/A	N/A	\$0	TBD	\$0

Notes:

TBD = To Be Determined with input from the city

N/A = Not Applicable

8.0 RECOMMENDATIONS

Recommendations for improved transit services have been made through careful consideration of the transportation system in Salem now and in the future. Rather than just looking to recommend improvements to existing services and the development of new services to identify unmet needs that could lead to an uncoordinated system, the city should look to define an approach to transportation that meets its identified goals and results in a network of services.

The research conducted as part of this project clearly indicates that a new shuttle service, which includes either the northerly loop, southerly loop, or ideally both loops would serve many of the unmet needs identified during this process. Although the costliest of all the alternatives listed in Section 7.0, **Alternative 5 – Provide Northerly and Southerly Fixed-Route Loops** addresses the most important gap in service, connecting neighborhoods within the city including all of the densely populated neighborhoods listed in the *Imagine Salem Progress Report* (the Point Neighborhood, McIntire District, Gallows Hill, Salem Common, and Derby Street, Bridge Street Neck, North Salem and South Salem) and provides connections from these neighborhoods to major shopping areas and medical facilities located within the city.

The recommended fixed-route options are proposed for a 10-hour period and do not completely respond to the gap in evening services. Once a pilot for the shuttle loop routes has been established, service could be expanded to include more nighttime hours to address this need. It should be noted that during the July 19, 2018 stakeholder meeting convened to review a draft of this report, concerns were raised about the length of the loops and the time it would take to complete them, in particular during October when there is additional congestion on local roads. As mentioned earlier in the report, these routes were developed to service the areas most commonly identified through this process as requesting service. They can, and should, be reviewed more closely and determinations can be made about route modifications.

While there is data from the survey and input from meeting attendees that the two fixed-route services described above are desirable and would be used, the city could take a different approach by implementing **Alternative 6 – Demand-Response Shuttle Service**. Modeled after the Acton Dial-A-Ride services and the Bedford DASH demand-response service, the advantage to this alternative is that data on usage could be compiled within a few years to develop optimal fixed-routes. Additionally, a demand-response system would be able to service some destinations outside of the city. However, demand-response services generally have a higher per-passenger cost and carry fewer passengers on each trip than fixed routes. In light of concerns raised at the July 19th stakeholder meeting about the length of the fixed route loops, it might be preferable for the city to operate an on-demand service for one or two years in order to develop the most effective and efficient fixed routes.

Although none of these recommendations specifically addresses the need for out-of-town transit, the MBTA, Uber and Lyft currently provide these out-of-town services. It is also recommended that the city work with the MBTA to improve its existing services as described in **Alternative 1 - Improve MBTA Bus Service (Dependability and Frequency)**. The existing reliability statistics indicates that service the MBTA provides to the city of Salem, for an annual payment of more than \$900,000, is substandard. With bus frequencies ranging from 30 minutes to two hours, reliability needs to be excellent for the service to be viable to residents. Bus tracking software should be marketed to MBTA users within the city.

Through this process several other recommendations for improving transit services in the city were developed. These are presented below.

HAUNTED HAPPENINGS SHUTTLE SERVICE

This was a very successful and effective pilot program offered on weekends in October 2017. Cars were parked in off-site lots keeping traffic out of the major downtown area roadways. The service was offered for free and provided approximately 9,000 passenger-trips. It is recommended that this shuttle be continued on a permanent basis, fares of \$1.00 be charged and that the money be used to support the shuttle. The city should expand this service for other special events that draw large crowds to Salem.

SALEM TROLLEY

The Salem Trolley could be a viable circulator service through the downtown area, however, it is not convenient for residents to use. In addition to the fact that the service is seasonal, the two concerns raised were that tickets need to be picked up at the Trolley Depot, which is inconvenient for most people and that preferential service is given to paying customers so residents may be bumped off of the service if seats are not available. Salem Trolley could be approached to determine if it would be possible to offer residents annual passes.

IMPROVE EXISTING MBTA BUS STOPS

Many of the city's MBTA bus stops are in poor condition. It is recommended that each of the stops be evaluated for ADA accessibility. Depending on the jurisdiction of the bus stop, work with either MassDOT or City of Salem to fund the design and construction of ADA-compliant stops. Also, installing bus shelters at the more popular bus stops should be considered to encourage use in inclement weather. A sponsorship program for local businesses could be explored to fund the shelters.

TRANSPORTATION COORDINATOR

One common factor noted in the successful services in the Other Transit Services (Best Practices) section, and in a number of other community-based services that were reviewed (Burlington B-line, Lexpress), is that each of the communities has identified staff who are responsible for the oversight of their transportation program. This may seem self-evident but the majority of communities do not have staff dedicated to the oversight of transportation services and initiatives.

Acton identified its Health Director as the person in town responsible for oversight of all transportation services. This enabled the Town to begin to connect its existing services into a comprehensive system. It also allowed the Town to develop new services in a coordinated manner based on the data it collected and analyzed from all of its services. Similarly, Bedford has placed oversight of the DASH with the Healthy Bedford Program. Similar concepts could be very successful in Salem where there are a number of uncoordinated existing services such as the Salem State Shuttle and Trolley Service. As the city looks to fill gaps in service, it should undertake an effort to move forward in a controlled and coordinated way with a point person in the city who can be identified as the Transportation Coordinator. This could be a paid role or could be incorporated into an existing staff role.

In addition, because there are many possible variations to the identified routes in this report, if a point person were designated as the Transportation Coordinator they could continue to collect ongoing feedback on unmet needs. They could also continue to review and analyze data as it is collected on new and existing services, which would help to create a long-term picture of travel and behavior patterns around transportation in the city. This valuable information could then be used to continue to grow and refine the services offered. Over a three-year period, this process has proven very successful in Acton as services have been added and refined based on a process of ongoing data collection. For transportation services to be successful in the long-term, experience points to the idea that they should be iterative and continually reviewed and refined so that they can grow and change as the city does.

MARKETING AND OUTREACH

One factor for success identified in the initial stakeholder meeting, as well as on the survey, was the dissemination of information. Just under 25 percent (132) of the survey respondents indicated that they didn't know about many of the transportation services available to them. Better marketing of the existing services in Salem could have a positive effect on ridership on many of the existing services. Suggestions for disseminating information to residents about what is available to them and how to use it include the following:

- **National Rural Transit Assistance Program (National RTAP).** RTAP has developed a comprehensive Marketing Toolkit called “How-To Guide for Marketing Public Transportation” and is applicable beyond just rural areas. The toolkit suggests that a rule of thumb is that an organization should devote 1 percent of its budget to marketing. That means that a program with a \$250,000 budget should devote \$2,500 to marketing.
- **On-Line Resources.** An on-line resource could be developed with a comprehensive overview of available transportation options. The existing www.salem.org site primarily includes information for visitors. This site could be enhanced to provide more detailed information for residents and others. Increased social media presence around transportation options for residents and visitors could potentially raise awareness of services.
- **Information Videos.** Short videos that can be posted to the website and/or a YouTube channel that would provide information on how to access the available services and would provide visuals for those that respond to information provided in this format. Videos could be offered in multiple languages. Instructional videos for using existing Uber and Lyft service could also be posted on the COA website.
- **City Transportation Guide.** A city transportation guide could be developed, which includes all the services listed on the website listed above, could be printed in small quantities so that it can be updated. This could be a valuable resource to those that are less familiar with how to use technology to get information. It can also be translated into several language for greater accessibility to all residents.

REBRANDING

In looking at the CrossTown Connect TMA model as a Best Practice, the TMA group took a disparate set of transportation services and slowly rebranded them as a network. The Council on Aging Van, the Road Runner Service, the Dial-A-Ride Service and the Rail Shuttle were all started as independent services operated by different entities. Over time they have all been branded to retain their identity, but to also link them to a network. They are now identified by their name and the addition of the words “A Service of CrossTown Connect.” This included a logo with a visual image to create a brand identity for the network. This simple technique was a way to bring them together under one umbrella.

The Big Blue Bus is also a good example of a service that has very successfully branded itself through a strong color and catchy name.

Salem is in a similar position as it has a number of services that each have their own identity (Council on Aging Vans, Trolley, Salem State Shuttles). If residents began to see this as an interconnected network through a marketing effort, the services would become more comprehensible and the system would be able to grow and develop as a unit.

INFRASTRUCTURE

The survey of residents revealed that many had concerns regarding the condition of roads and sidewalks. This was mentioned as an impediment to walking as a means of getting around. The city is currently undergoing a number of roadway construction projects to address this concern. This is a long-term project that will not be able to be resolved immediately.

If a fixed-route shuttle service were to be established, the city would need to locate bus stops, either on-street or within parking lots, adjacent to an area sufficient to operate the shuttle bus wheelchair lift. Additionally, providing signs at all bus stops is not only helpful to passengers and drivers, it is a good marketing strategy. Signs should be installed once the route is finalized.

9.0 IMPLEMENTATION

A program for implementing the key recommendations of this study follows and is organized around forming partnerships, funding and next steps.

PARTNERSHIPS

OTHER COMMUNITIES

The CrossTown Connect model may be an example that the city looks to follow in partnering with other nearby communities to offer joint shuttle services in the future. This would expand service both in origin and destination options and frequency of service.

OTHER SHUTTLE PROVIDERS

Presented as an alternative in Chapter 7, the city could contact private organizations that currently operate a shuttle service, including the North Shore Medical Center and Salem State University.

FUNDING SOURCES

To keep fares as low as possible, several different state and federal programs are identified that could be possible sources of funding for a shuttle service in Salem.

COMMUNITY TRANSIT GRANT

The Salem Council on Aging has taken advantage of the Community Transit Grant Mobility Assistance Program Option in order to purchase capital equipment (vehicles) for providing transportation. In addition, there is funding as part of this program for operational costs of services that have a focus on expanding transportation options for seniors and individuals with disabilities. Both Acton and Bedford have taken advantage of this funding to help support the operation of their services. The Community Transit Grant is an annual competitive program administered by MassDOT to distribute Federal Transit Administration Section 5310 funds and State Mobility Assistance Program funds. The grant program provides funding to assist with mobility management activities, the purchase of capital equipment, and operational costs to meet the mobility needs of seniors (sixty-five years and over) and individuals with disabilities of any age. The amount varies depending on the project. Applications can be submitted online through MassDOT.

METROPOLITAN PLANNING ORGANIZATION

The Boston Region Metropolitan Planning Organization (MPO) is responsible for conducting the federally required metropolitan transportation planning process (often called the 3C – continuing, cooperative, and comprehensive – process) for the Boston metropolitan area. The MPO uses this process to develop a vision for the region and then decides how to allocate federal and state transportation funds to programs and projects such as roadway, transit, bicycle, and pedestrian improvements that support that vision. Funding sources that come from the MPO include the *Congestion Mitigation and Air Quality (CMAQ) Improvement Program*. The purpose of the program is to provide a flexible funding source to state and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funds may be used for a transportation project or program that is likely to contribute to the attainment or maintenance of a national ambient air quality standard, with a high level of effectiveness in reducing air pollution, and that is included in the metropolitan planning organization's (MPO's) current transportation plan.

The State Transportation Improvement Program (STIP) "is a five-year investment program that prioritizes federal funds for improvements to our roadways, bridges, transit systems, and bicycle and pedestrian facilities throughout the Commonwealth." The most recent version identifies \$800,000 in Fiscal Year 2020 and in Fiscal Year 2021 through the CMAQ program for a Community Transportation Program. There may be an opportunity for the city to apply for funds that could be used for a shuttle program as the description of the workplan for the program states: "Provides funding to launch locally developed transit or shuttle services that support first-mile/last-mile connections to existing transit services and other destinations by purchasing shuttle buses and/or funding operating costs." No details are yet available on the application process or timeline.

NORTH SHORE TRANSPORTATION MANAGEMENT ASSOCIATION (NSTMA)

The Metropolitan Area Planning Council received \$125,300 from an Efficiency and Regionalization grant to fund a shuttle to connect the Beverly Depot commuter rail station to suburban work and residential locations. Working with the NSTMA, and in partnership with other groups, the city could apply for a similar grant to fund a new regional shuttle system.

COMMONWEALTH TRANSPORTATION INFRASTRUCTURE ENHANCEMENT FUND

The Commonwealth Transportation Infrastructure Fund requires transportation network services like Uber or Lyft to report the number of rides from the previous year that originated in each city or town and pay a per-ride assessment, half of which (\$0.10 per ride) is paid to cities and towns to be used for transportation-related costs. In 2017, 296,482 rides originating in Salem were provided by these services. Therefore, the city could expect to receive \$29,648 from the

fund. The Metropolitan Area Planning Council has available on its website guidance on how to access and use these funds (<https://www.mapc.org/resource-library/tnc-dpu-funds/>). Note that any community that receives these funds must complete and submit a spending report on how the funding was used, or will be used, by December 31, 2018.

MASSACHUSETTS COMMUNITY FOUNDATIONS

Community Foundations are nonprofit, tax-exempt, publicly-supported grantmaking organizations. These foundations are public charities since they develop broad support from many unrelated donors with a wide range of charitable interests in a specific community. A community foundation has an independent board that is broadly representative of the public interest and it maintains a diverse grant program that is not limited in scope. One possible community foundation is the Essex County Community Foundation. ECCF was founded in 1999 to achieve two goals in the philanthropic/nonprofit sector of Essex County: to educate nonprofit leaders in sound business practice, and to connect those leaders with local funding to support their work. ECCF awards over \$4 million grants each year to support the programs and operations of nonprofit organizations in Essex County and beyond. Although the ECCF has not specifically issued grants for transit in the past, they have worked with organizations that focus on improving quality of life for elderly and disabled people.

ADVERTISING

Another possible source of funding for a shuttle service is advertising. Advertising on the outside of the bus, on the bus website or on printed schedules could be sold to local businesses. Ads could be posted inside the bus as well, at a lower cost. These ads/sponsorships could offset the costs of the shuttle and provide both locals and tourists with information about some of Salem's businesses.

REALLOCATION OF MBTA ASSESSMENT

The MBTA assessment for Salem is estimated at \$944,714 for this Fiscal Year (2019). Joining a regional transit authority is a way that communities have been able to obtain a reallocation of these funds. However, as Salem receives fixed route bus service from the MBTA, the city is currently prohibited from joining a regional transit authority such as CATA (m.g.l. Chapter 161b, section 3). However, Salem could potentially undertake a campaign to change the existing legislation (m.g.l. Chapter 161b).

PARKING BENEFIT DISTRICT

The Municipal Modernization Act (2016) allows Massachusetts cities and towns to create specific areas where parking revenues can be reinvested for the purpose of transportation-related improvements including the operation of transit services. The City of Salem could establish a parking benefit district in one or more areas of the city through the local legislative process. Once established, the funds raised from the parking meters in the Parking Benefit District could be used for, among other things, the funding transportation improvements within the community. The Parking Benefit District would be overseen by a body that is designated by the city.

TRANSPORTATION DEMAND MANAGEMENT (TDM) REQUIREMENTS

In July 2015 the Metropolitan Area Planning Council authored a study entitled “*Transportation Demand Management Case Studies and Regulations.*” Summarized below are recommendations from the report that are applicable to the city’s current desire to seek funds to help support community-based transportation programs including a shuttle. It’s important to note that if the city is considering requiring employer participation in a shuttle program through a mitigation effort, it should be certain that the service being established will serve that facility.

- Require Transportation Demand Management plans from new developments either through:
 - Adopting a by-law that includes language with very specific triggers for requirements and which also ensures that there is a clear transfer of responsibility in the event of a change in ownership or tenant turnover (e.g., incorporate in deed, link to an occupancy permit).
 - A Condition of Approval for individual projects.
- Require new developments to meet standards based on documented transportation impacts or the total cost of the development project.
- Develop a strong ongoing review process is in place to ensure TDM compliance and effectiveness.
- Develop clear and succinct language that includes very specific requirements and include precise language to ensure that there is a clear transfer of responsibility in the event of a change in ownership or tenant turnover (e.g., incorporate in deed, link to an occupancy permit).
- Ensure that building and occupancy permits are only issued after a TDM plan has been approved by the city.
- Establish policies for non-compliance. For example, a municipality can hold off on issuing new permits (e.g., occupancy permit) or put a lien on property in the amount owed by the developer.
- Require membership in the North Shore Transportation Management Association (TMA). The TMA serves the Salem area and can be a partner to the city in developing and evaluating

transportation programs. Requiring TMA membership of new development is an effective way to support the TMA so that it can assist the city.

- Fund a transportation coordinator position to ensure commitments to TDM measures are implemented. This could be a stand-alone position or folded into a current employee's job duty if possible.

Examples of successful mitigation/monitoring programs include:

- The City of Cambridge Parking and Transportation Demand Management (PTDM) Ordinance. This ordinance requires non-residential private developments to submit an annual plan and commit to a mode share goal (i.e., reducing the number of cars that come into a workplace). The PTDM plan often includes elements such as contributing to existing shuttle programs or even funding new shuttle programs. Comprehensive PTDM monitoring reports are required annually.
- Special permit requirements with one-time transportation mitigation payments are favored by a number of communities to fund transportation initiatives.
- The Lexington Hartwell Avenue Transit Management Overlay District includes required mitigation fees.
- The Kendall Square Transit Enhancement Program (KSTEP) is a mechanism and governance structure for funding public transit in the Kendall Square area of Cambridge, MA. A funding formula was developed to determine the amount a development will contribute to support public transit improvements in the Kendall Square area. In the case of the KSTEP the funding is to be used in the Mixed-Use District (the "MXD District") of Kendall Square. The formula used to determine the contribution is as follows: $\text{Daily Transit Trips generated by the project} \times 0.5 \times \text{timeframe (weekdays per 15 years)} \times \text{Fare Recovery Gap per Trip} = \text{KSTEP Project Contribution}$.

A Memorandum of Understanding (MOU) was entered into by the Cambridge Redevelopment Authority (CRA), City of Cambridge, the Massachusetts Department of Transportation (MassDOT), the Massachusetts Bay Transportation Authority (MBTA) and Boston Properties (BP)-the designated redeveloper of the MXD District. The MOU will be in place for 15 years and outlines the funding formula and how the funds are to be used. A working group, including parties to the MOU, will establish funding priorities and allocations for consideration by the CRA and the City Manager.

NEXT STEPS

This report makes a number of recommendations for the city to review. To move forward, the city should consider establishing a Transportation Task Force or a Transportation Advisory Committee to identify the city's top priorities around transportation to determine which recommendations set forth in this report should be implemented and in what order. The group may also want to develop its own set of recommendations from the alternatives presented

herein. Included in the group should be many of the same individuals and organizations who participated in the stakeholder meeting as they represent the key constituencies of the city.

In addition, the city should identify a staff person who can take on the role of Transportation Coordinator as noted in this report. That will ensure that development of new transportation programs and services proceeds is a logical process that takes into account both short- and long-term goals around transportation. It will also enable Salem to develop a strategy and build support for a strong transportation network.

Some of the items to be considered going forward:

- Groups targeted to be served by new transportation service (will help to determine the hours when service is most needed):
 - Commuters
 - Seniors
 - Students
 - Individuals with disabilities
- Types of trips (helps to determine trip length and how many trips would be able to be made)
 - Daily needs trips such as medical appointments, shopping, etc.
 - Social/recreational trips
 - In-town vs. out-of town trips
 - Evening service
- Funding sources available (may help to decide start date and what level of service can be offered):
 - Grants
 - City budget
 - TDM by-laws/permit requirements from new development
 - Parking Benefit District

Appendices

Meeting Notes

Salem Intra-City Shuttle Study

Stakeholder Meeting – Small Group Session Notes

September 20, 2017

Suggested data to be studied:

- Description of services
- Routes
- ADA
- Average Ridership
- Operational Cost
- Additional Notes

Group Session 1

Group Leader- Michele Brooks

Participants: Matt Smith (City of Salem), Tara Gallagher (Salem State University), Debra Lobsitz (Salem Commission on Disabilities, Salem for All Ages Task Force), Kristin Shaver (Salem Public Schools), John Daley (NSMC), Craig Tuminaro (Peabody Essex Museum), Andrea Leary (North Shore TMA), Erick Hahm (Shetland Properties).

Do you have suggestions for additional information that should be collected?

- Description of the gaps
- How is the service funded?
- Hours of Operation
- Where is the overlap?
- Current and planned bike paths
- Secure bike storage locations

Additional Suggestions to the services to be studied:

- 2 Salem State Shuttles: Viking + Student Run Informal
- Planned Bike Path – planned for future
- Usage rates on Uber/Lyft, can we acquire this data? Aggregate data
- Can we get any data from WAZE?
- Taxis need to be included, Taxi vouchers are used
- Where are the large parking locations in town?
- Gaps = evening. Salem State get to campus for events. Get off of campus + to MBTA. Salem State doesn't serve School of Social Work - Lafayette St. May be due to no safe place to stop.
- Zagster data is available
- Independent Living Center met with the Mayor to explain need for taxis that can accommodate wheelchairs – those that do are very expensive. Do taxi's need to provide ADA accessibility?
- What should be included in the survey– What do you use? Where can't you get to and why? When people want to go places?

- Road Conditions – pavement management and systems? What can be done about route/roadway improvements?
 - Check potential new routes against roadway conditions/improvements
 - Many roads/areas not navigable on foot

Do you have any specific information about any of these services that you would like to share with us so that it can be a part of the study?

- Zipcars on Salem State Campus being utilized
 - Zipcars in city as well
- MBTA bus analysis
 - List of bus stops with low usage likely to be remove
- COA -- when are buses used most and least **
- School buses – when are they not being used. Not before 7 or after 9.
 - Do have accessible buses
 - High school students – where are they going after school and how can these services be utilized by them.
- Can we get any biking information anywhere? Demand for more bike racks at Salem State. Better bike lanes and infrastructure.
 - Bike rack utilization? Can we do a survey of bikers?
- This should not just be a standalone shuttle, must look at it as multimodal with connections
 - Look at potential for multimodal hubs with a network. Stops connected to bikes/walking.
- Where do respondents live? Which modes are used the most and which are used the least?
- Where is there overlap?
- October is VERY different in Salem – this is not typical of many places
 - Note that there are seasonal fluctuations
 - Including October Tourism
 - When school is in session
- Modern technology now allows for the ability to track where services are as a user. What services available now have tracking technology?

What do you see as the biggest challenges around transportation in Salem?

- Accessibility is critical. Not just lifts and wheelchairs but those that are deaf or visually impaired. Communication is essential.
- Hubs and parking are a challenge. If we run a shuttle, where will people park? Parking is extremely limited. What will we do about this? Is there underutilized capacity?
- Interconnectivity of services is important. Being able to plan and connect. How can people find parking? Is there accessible parking available
- Planning is essential.
- Who is the desire users? Workers within the city? Residents? Visitors?
 - How can we reduce cars in the city?
 - What can we do to serve people?

- Does this result in a marketing campaign to let people know about what is available?
- What are the traffic patterns within the city. In some ways the downtown area now consists of a “superblock.”
- The downtown area is not very connected. What are the patterns that we can look at and how are we getting people around now?
- School Choice Program
 - 4000 kids are bussed around the city
 - Are there more creative ways to get kids into and out of schools more effectively?
- Hospital did some surveys on biking
 - Cautioned that surveys not always reliable
- Any shuttles started need to have bike racks
 - Look at examples in Bar Harbor + Acadia in ME
- Look at shuttles as a multimodal choice
- Salem State night service is the biggest gap – getting both to and from campus
 - Where are students living off campus? Can there be some coordination of trips?

Do you see any gaps in the existing services that need to be filled?

- It is important to get an understanding of the relationship between population density and employment
- Seasonality
 - Shuttle capacity needs to be able to expand based on seasonal changes
 - Adjusting schedules based on seasons
- Who are the potential users that the service is being designed for?
- Marketing and information
 - How will the information be getting out to people?
 - How is it continually shared over time?
 - What are the mechanisms that can be used?
 - Branding the service will be very important.
 - Branding will help to determine people’s perception of the service.
 - Look at the Blue Bus in Santa Monica as an example
- Nothing worse than a shuttle no one can use
- NS Study looked at mobility hubs
- Branding – Perception of the Service
 - Blue Bus in Santa Monica

Group Session 2

Group Leader – Rob Tassinari

Participants: Fred Norton (Salem COA), Jill Thompson (Salem Chamber), Jim Kearney (NIAC), Scott Silverstein (Footprint Power), Eric Paperetti (Salem Traffic and Parking Committee), Peter Furniss (Footprint Power), Matt Blackham (Blackham Company), Andy Smith (MBTA Service Planning)

Do you have suggestions for additional information that should be collected?

Additional Suggestions to the services to be studied:

- COA – 5 Vans \$17,00/yr - getting another vehicle w/ PT driver
- Ferry
- Accessibility of TNC's
- Zero car households
- Title VI
- Limited language
- Jobs/ITW Illinois Tool Works, Danvers?
- Curb Cuts

Do you have specific information about any of these services that you would like to share with us to that it can be part of the study?

- There is limited Service (Access in North Salem)
 - 465 + 451
- Lack of service in Salem Willows
- Powerplant development is currently in the planning stage
- Seasonal shuttle – is it possible to run during off-season?
- Seasonal issue is major in Salem compared to other places

What do you see as the biggest challenges around transportation in Salem?

- North Shore has a lack of service
- There is not good access to Market Basket
- There is not good access to Walmart/Shopping centers

Do you see any gaps in the existing services that need to be filled?

- Access to Salem State – student access to connect to Salem Center
- Service to Jefferson Ave, Boston
- Areas near Salem
- Crosstown Service needed
- Peabody garage to Salem
- Employee transportation

Group Session 3

Group Leader – Cindy Frene

Participants: Lou Arak (Salem Harbor Station), Patricia Zaido (Salem for All ages Task Force), Mickey Northcutt (North Shore CDC), Russell Findley (Mass in Motion), Tom Daniel (City of Salem), Amanda Chiancola (City of Salem).

Do you have suggestions for additional information that should be collected?

- Where can't people go? The survey will help determine where people want to go.
- MBTA ridership not good - buses are empty
 - Would travel training be something that would be helpful?
- Zipcar should be included in the research
- Is an Uber / Lyft partnership possible?
- Is it possible to get income info into the study?
- DASH – City of Los Angeles should be researched, each covers community (part of Metro)

Do you have specific information about any of these services that you would like to share with us to that it can be part of the study?

- Russell (Mass in Motion) has MBTA ridership
- Can T funding be transferred to a local shuttle for low ridership MBTA services?

Additional Suggestions to the services to be studied:

- Survey where people want to go and can't now
- Uber/Lyft options – driven by income or convenience
- Connecting people to MBTA buses (ridership on T not good)
 - Frequency is an issue
- Restaurant shuttle?
- Seniors are having difficulty determining bus destinations (travel training)
- Collaboration with North Shore Medical/Shetland properties
- Restaurant shuttle?
- Frequency of MBTA service is an issue
- Getting people in and out of The Point
- Express MBTA buses to Wonderland/Haymarket
- Trolley – Just for tourists
- Students have same problems at night as seniors
- Roadways/ construction can make roads unsafe to wait for buses
- Seasonality
- Branding of services
- A multimodal focus

What do you see as the biggest challenges around transportation in Salem?

- Frequency – best if 20 headways
- Witchcraft Heights – totally isolated
- East/West Connections – difficult (primarily because of train)
- COA- can only bring two bags when shopping – seniors should be able to reach entertainment
- Issue of seniors – 85% are aging healthy
- Willows and North Salem are not served

February 12, 2018 Transcription of note pads from public outreach meeting.

What do you see as the biggest challenges around transportation in Salem?

- Increased traffic in October
- Parking
- Improvement of existing services is more important than adding new vehicles
- Sidewalk maintenance and repair
- Bike paths on roads
- Fix potholes
- Canal street MBTA
- Blue Line (SSU?)
- Wait stations to protect from elements

Do you have specific information about any of the existing services we are collecting background data on that you would like to share with us to be part of the study?

- Taxi accessibility – not available in Salem
- Salem State bus – cut back on services – doesn't serve whole city
- COA Vans – would be beneficial to let children ride w/ adult
- Look at Metrowest/Framingham service
- How can we build upon the success of trolley service which provides accessible, affordable shuttle. Could the trolley fill gaps?

Do you see gaps in existing services that need to be filled?

- North Salem -> Downtown
- Bridge Street
- Castle Hill
- Night service
- Commuter rail -> Hospitals

Are there any issues we should address and consider as we conduct the shuttle feasibility study?

- People that don't qualify for The Ride or COA but need service
- User friendly system for customers (transit app, shuttle tracker)
- Funding – Tufts Healthcare Foundation, Blue Cross Blue Shield Foundation, Partners, federal funds, CTAA
- Affordable, on demand taxi service that is accessible
- Coordination with all providers and unused vehicles
- Volunteer services – networks

If a shuttle service was available within the City or to destinations outside of Salem, where would you like to go?

- Any medical hospitals/offices (Beverly, Endicott)
- Malls
- Colleges (Endicott)
- Route 1
- Stop and Shop Peabody

What do you see as the biggest challenges around transportation in Salem? (2)

- Not able to go to door
- Traffic during rush hour
- October traffic increase
- Need service that runs 7 days a week
- Needs to be wheelchair accessible
- Needs to be affordable
- Only half (3) of the trolleys are accessible
- Additional services should be coordinated with trolleys

If a shuttle service was available within the City or to destinations outside of Salem, where would you like to go? (2)

- Beaches in the summer (congestion not as bad as in October)
- Willows, Forrest River Park, Winter Island
- Hospitals in and out of town (Beverly, Union, Mass General, etc.)
- Supermarkets in and out of Salem (Market Basket, Trader Joe's)
- North Shore Mall, Liberty Mall
- New Community Life Center
- Vinnia Square (?)
- Cummings Center
- Salem State – No parking on Campus, no evening service

What do you see as the biggest challenges around transportation in Salem? (3)

- People who live in close proximity to the downtown don't think about having access to transit
- Parking
- Spots in museum garage are reserved for rental properties
- Concern over equity (you can only have a spot if you can afford it)
- Lyft and Uber
 - How does this work in Salem?
 - Are they reliable?
 - Can be expensive.
 - Still represent cars on the road
- Reliability and efficiency of public transportation
- Condition of sidewalks

Are there any issues we should address and consider as we conduct the shuttle feasibility study? (2)

- One size will not fit all
- Sidewalks and winter impact walkability
- Options have to be branded and coordinated
- Seasonal fluctuations must be considered
- Look at other examples of setting a goal or a target and take a complete approach

Do you have specific information about any of the existing services we are collecting background data on that you would like to share with us to be part of the study? (2)

- Good for bringing people OUT of Salem
- North Salem has no bus service
- The RIDE is challenging to use
- Limited parking
- Seasonal shuttle from high school was very successful
- MBTA is not frequent enough
- Lots of vehicle and pedestrian traffic near train station makes it difficult

Do you see gaps in existing services that need to be filled? (2)

- Frequency
- Cost
- Reliability
- Efficiency
- Communication – not good info easily available – all info should be in one place
- Could be a technology solution like an app but also need to make sure the information is available in other ways.
- Not everyone has access to local cable station
- Access to schedules and information

Do you have specific information about any of the existing services we are collecting background data on that you would like to share with us to be part of the study? (3)

- MBTA busses
 - Are under utilized (specifically 459), not many people know about them
 - Airport not easy
 - Times are not convenient (end too early)
 - Weekend lacks options to airport
 - Unreliable
 - Little familiarity w/ apps
- SSU Busses
 - Always empty
- Lex express is a good model
- Trolley not on time – takes you on a tourist tour, but you CAN get places

Do you see gaps in existing services that need to be filled? (3)

- Can a shuttle be an alternative for kids/transportation to school?
- High barrier to entry
 - Trolley tickets
 - How does Zagster work?
 - COA – some don't know how to use
- Lack of coordination
- Issues with frequency/predictability

Are there any issues we should address and consider as we conduct the shuttle feasibility study? (3)

- Shuttle incentives
- Child safety (poll parents?)
- Seasonality
- Special events
- Languages
- School coordination
- Bike accommodation
- Convenience
- Strollers/wheelchairs

If a shuttle service were available within the city, or to destinations outside of Salem, where would you like to go?

- Market Basket
- Willow
- Transportation Hubs
- Downtown Beverly
- Child Care Center
- North Shore Mall
- Senior Center
- Residential Neighborhoods
- Library
- City Hall
- Parks
- Special Events

COA Valentine's Day Party
February 14th 10am

1. What services are you currently using, e.g. how did you get to the party today?
 - Most drove, a small number of people walked (they live a couple blocks from the COA), and many seniors used the COA van. Many also depended on caregivers to provide them a ride, one person used a taxi (she uses a taxi to get everywhere).
2. How do you typically get around Salem?
 - Of the people who drive or those who depend on caregivers seemed to solely use those methods. Many of these individuals said they would not use a shuttle if it were available, because they prefer to drive and/or be driven.
 - o Some noted they use the COA van or the Ride during winter months, one person said she would use a shuttle for night commuting, especially for evening social events. Others mentioned they would use a shuttle for doctor's appointments or the grocery store.
 - The Seniors who use the COA Van also use the MBTA ride, or walk, and were more open to the concept of a shuttle.
 - Several of the seniors have never heard of Uber or Lyft. A few have used them, there were mixed reviews (some loved it, others said they would not use it again).
3. What is your experience with those services (do you feel it should be improved, what do you like about it)?
 - Very happy that the COA van operates on the weekends. Of the seniors that use the vans they expressed that the week service is essential and should be maintained. They also spoke very highly of Fred, based on comments received, he seems to be one of the major contributors as to why the service has been successful.
 - The vans and the Ride have too many rules
 - Need bus options in neighborhoods
 - Not enough downtown options, that is where everything happens so should be a priority.
4. If a shuttle service were available within the City, or to destinations outside of Salem, where are some of the locations you would like to go?
 - The COA
 - Downtown (particularly for free events)
 - The Willows
 - The Mall
 - The center of town
 - The Common
 - The house of seven gables
 - Doctor's Office (Lahey was specifically mentioned once)
 - Grocery Stores
 - o market basket
 - o BJ's

- Walmart
- Recreational evening events such as the movie theater, restaurants
- Banks (no specific banks were mentioned)

5. What do you see as the biggest challenges around transportation in Salem?

- Parking and traffic were listed as challenges by most of those who drive
- pot holes (even the folks that use the COA vans talked about pot holes as an issue, they feel every bump of those vans).
- Striping was brought up as an issue, i.e. that the city is using cheap paint that disappears very quickly after they restriped, and it is hard to see at night.
- Taxi's are too expensive
- Sidewalks are uneven, challenging to use.
- A few seniors noted that they drive during the day, but they do not drive at night. One woman noted that she just doesn't go out at night and that is okay with her, others expressed interest in expanded services that would allow them to get out at night.

Salem Intra-City Shuttle Study - Working Group Meeting Notes

Review of Draft Report

Thursday, July 19, 2018, 4:00 p.m., City Hall Annex

Host: Amanda Chiancola, Staff Planner, City of Salem

Presenters: Michele Brooks and Nancy Doherty, TransAction Associates, Inc.

Attendees: Eric Burkman, MBTA; Eric Papetti, T&P Commission; Matt Wilding, PEM; Fred Norton, COA; Russell Findley, Mass in Motion; Beth Debski, Salem Partnership; Jill Thompson, Salem Chamber; Matt Blackham, Blackham Company; Jim Kearney, NIAC; Teresa Gore Arnold; Patricia Zaido, Salem for All Ages Task Force; Tom Daniel, City of Salem; Tara Gallagher, Salem State University; Andrea Leary, North Shore TMA.

- **Welcome and Introductions** – Amanda Chiancola
- **Brief Presentation and Summary of the Draft Report** – Michele Brooks
 - Introduction/Background
 - Project Tasks
 - Agenda for meeting
 - Review of Existing Services studied
 - Survey Snapshot
 - Review of Alternatives
 - Potential Funding Sources
 - Next Steps

Discussion

- **Existing services:**
 - Tara Gallagher from Salem State mentioned that she did have some data available on usage of the system from a study conducted a few years ago. She will share this following the meeting.

She also mentioned that SSU is very interested in looking further at the possibility of reducing services on the campus and participating in a city-wide initiative. If they were able to reduce service on the campus and this resulted in a savings, it may be possible to use that to assist in funding new service. SSU does not have current ridership data on their buses so it was not possible to make specific recommendations about changes to the service on campus as part of this report.

It was also noted that SSU uses coach style buses which are large and not ideally suited for the narrow roads in Salem, so it was not likely to be possible to use the existing SSU coaches elsewhere in the City. The University does own four accessible vans that are used for the student-run service. It may be possible to use these vehicles for a new service that is started in the City.

There was a time when the service that runs from the campus to the train station was open to all and not just student and employees on the campus. That is no longer the case. It is not marketed to the public.

- Fred Norton from the COA spoke about a successful evening and weekend service pilot that was conducted recently. The service was operated three nights a week (Tuesday, Wednesday until 6:00 PM and Thursday until 7:00 PM). They had just under 2,000 rides taken between September and June. Service was only available to destinations in Salem and could not be used for medical trips. It was primarily used for social/employment trips such as to grocery stores, shopping, to restaurants. The people using the service were a combination of those who are regular users of the COA services, but also new users as well. It was noted that at this time COA services are only available to a specific demographic (60+ and those with a qualified disability).
- The group discussed how CATA is currently providing non-emergency medical transportation such as Health and Human Services trips and service to the VA. They are doing this through the brokerage as the current provider of the MBTA Ride services in the region. Eric Papetti noted that if it were possible to bring the funding for this into the City it may be possible to lower the costs and provide better service than what is out there now. This is in part impacted by the current rules around the Health and Human Services trips and how the funding flows. These rules may be changing. This was determined to be a long-term challenge to be reviewed further.
- Patricia Zaido asked about the possibility of using school buses for new services. It was noted by the study authors that they are not accessible and that they would have a difficult time navigating narrow streets in Salem. In addition they are typically not air conditioned and the steps can be difficult to climb. Seats are also designed to be close together for student safety but this can make it difficult to get in and out of them.
- There was a discussion about how North Shore Elder Services had been looking at the possibility of coordinated dispatching. Some felt that they had determined that it was a complicated issue that never got off the ground.

- Alternatives

- There was discussion about Alternative 3 – Publicize the Existing SSU Demand-Response Shuttle Service. The service has limited availability and is often booked to capacity. It is a student-run service and they can sometime have difficulty with drivers and with reliability. The goal is to have three drivers every evening but there is a high rate cancellation of the service due to not having enough drivers. It also features some fixed trips and so is not all on demand. This information will be added to the report.

- Improve existing transit

- Eric Burkman from the MBTA indicated that there was more current bus ridership available than what was in the report and that he would forward it along following the meeting. There is a process underway at the MBTA to look at how to better make the bus schedules match reality and in that way improve reliability. He encouraged the City to submit something through the Better Bus Project requesting what they would like to see with regard to buses. This could potentially include asking if one of the existing services could loop through the city as opposed to just going primarily north to south.

- Fixed-route shuttle service

- There was a long discussion among the group members about the recommendations with regard to the fixed loops. Some felt that they were too long and would take too much time. There was a suggestion that instead of loops the emphasis should be on just one trip for a small group, such as a continuous loop between The Point neighborhood and the Market Basket area. The idea being to service just one area, but serve it very well. Instead of trying to spread services out, narrow the focus.

There was also a discussion about the purpose of the study being to find a way to help alleviate the problem of social isolation among seniors and how that could best be accomplished.

The study authors noted that the loops represented the best connections among points identified in the data collected as part of the study. Additional recommendations were made based on research from best practices such as a demand response service that would be open to all. This could be an alternative to the fixed loops.

The study authors also noted that the loops suggested could be further broken down into shorter loops but that this was likely to be cost prohibitive for the City. The recommendations on the loops were made in part based on the reasonableness of potential costs of transit services to be taken on by the City.

- Demand-response shuttle service
 - This option as presented in the report was reviewed with the participants.
- Potential partnerships
 - The question was asked about the North Shore Medical Center (NSMC) transportation services. They currently run only a campus shuttle between the buildings and off-site parking. NSMC is interested in partnering with the City on transportation programs if possible.
 - As noted above SSU is also interested in a potential partnership
- Other recommendations?
 - The suggestion was made to consider a survey of the restaurants as a next step. If they are having difficulty in finding staff, they may be interested in funding a potential new service that would help them with this. Filling hospitality positions is an issue that other cities/towns are experiencing. In particular they may have an interest in an evening circulator service for restaurant employees.
 - Successful volunteer driver programs were mentioned. This can be a way to improve access to services in the city.
 - There was a discussion about the need to report ridership data to the National Transit Database (NTD) and how that ultimately would help to provide funding to the RTAs and the MBTA and not to Salem itself. It was noted that it may be possible to recoup some of that funding through the Capital Cost of Contracting Agreement process. *Note following the meeting: This reporting to the NTD would only be a requirement if the project somehow received federal funding.*
- Next Steps/Funding

Transportation Survey

SALEM SHUTTLE STUDY

The City of Salem is conducting a study to look at the current available transportation options and evaluate whether an intra-city shuttle is feasible. Thank you for taking the time to complete this brief survey to share your thoughts and ideas. For more information, please contact Amanda Chiancola, Planning and Community Development, City of Salem achiancola@salem.com

1. What neighborhood do you live in (please choose one)?

- ☐ Bridge St. Neck ☐ Castle Hill ☐ Derby Street Neighborhood ☐ Downtown Salem
☐ Gallows Hill ☐ Greater Endicott Street ☐ Highland Avenue ☐ McIntire Historic District
☐ North Salem ☐ The Point ☐ Salem Common ☐ Salem Willows ☐ South Salem
☐ Witchcraft Heights ☐ Other: (please describe) _____

2. Do you have access to a private vehicle? ☐ Yes ☐ No ☐ Sometimes

3. Are you currently a student? ☐ Yes, full time ☐ Yes, part-time ☐ No

4. If you are currently a student, where do you go to school? _____

5. **Are you currently employed?** ☐ Yes, full time ☐ Yes, part-time ☐ No, I am retired ☐ No

6. If you are currently employed, where do you work? City/town: _____

Do you mainly work from home? ☐ Yes ☐ No

7. Which transportation option or combination of options, do you typically use to get to wherever you need to go (you may select more than one option)?

- ☐ Personal Car ☐ MBTA Commuter Rail ☐ MBTA Bus ☐ Walk ☐ Salem State Shuttle
☐ Salem Public Schools Bus ☐ The Ride (MBTA) ☐ Salem Ferry ☐ Bicycle (your own bicycle)
☐ Salem.Zagster Bike Share ☐ Lyft/Uber/Taxi ☐ Carpool
☐ Private Shuttle (please describe) _____
☐ Other (please describe): _____

8. What are your biggest challenges with respect to available transportation services in Salem? Select all that apply. (Transportation Services are listed under Question 7)

- ☐ No service available near my home
- ☐ Services don't go where I want to go
- ☐ Services don't operate (not running) when I want or need to travel
- ☐ Service frequency is not sufficient/convenient
- ☐ Services near me aren't easy for me to get to
- ☐ Cost of services
- ☐ I don't know about most of the transportation services available to me
- ☐ Other (please provide detail)

9. How often do you currently use any of the following local transportation services (select all that apply and the frequency that most accurately reflects your usage)?

[illegible]

Question 9 Cont.

5+
times/week

3-4
times/week

1-2
times/week

Few
times/month

I don't use
this service

I don't know
about
service

Private Shuttle
(please describe)_____

Other
(please describe)_____

O

O

O

O

O

O

10. Please tell us a little bit about your current travel patterns. Where do you typically travel to for the following purposes? Check all locations that apply.

Location	Trip Purpose							
	Work	Food Shopping	Retail Shopping	Personal Errands	Dining and Nightlife	Recreation/ Social Activities	School/ Education	Medical Services
Locations within Salem:								
Bridge Street Neck	O	O	O	O	O	O	O	O
Castle Hill/Jefferson Avenue	O	O	O	O	O	O	O	O
Derby Street Neighborhood	O	O	O	O	O	O	O	O
Downtown	O	O	O	O	O	O	O	O
Gallows Hill	O	O	O	O	O	O	O	O
Highland Avenue/ Route 7	O	O	O	O	O	O	O	O
McIntire District	O	O	O	O	O	O	O	O
North Salem	O	O	O	O	O	O	O	O
The Point	O	O	O	O	O	O	O	O
Salem Common	O	O	O	O	O	O	O	O
Salem Willows	O	O	O	O	O	O	O	O
Locations outside of Salem:								
Downtown Peabody	O	O	O	O	O	O	O	O
Downtown Beverly	O	O	O	O	O	O	O	O
Northshore Mall/ Route 114	O	O	O	O	O	O	O	O
Vinnin Square	O	O	O	O	O	O	O	O
Liberty Tree Mall & Vicinity	O	O	O	O	O	O	O	O
Marblehead	O	O	O	O	O	O	O	O
Other (describe)	O	O	O	O	O	O	O	O

11. If a shuttle service were available within the City, or to destinations outside of Salem, where are some places you would like to go?

12. Are there any issues we should address and consider as we conduct the shuttle feasibility study?

13. If a new commuter rail station was added in South Salem (near Canal Street and Ocean Avenue with a pedestrian connection to Jefferson Avenue), would you use it?

O Yes O No

14. Why do you choose to, or choose not to use, transportation services other than a car?

Thank you for completing the survey!

Transportation Survey Results

2018 - Salem Shuttle Study - Survey Response - Includes new and old Question 14 Responses

Please select your language/ Por Favor selecciona su idioma:

		Response percent	Response total
English		99.83%	<u>592</u>
Spanish		0.17%	<u>1</u>

Statistics based on **593** respondents;

What neighborhood do you live in? (please choose one)

		Response percent	Response total
Bridge Street Neck		8.94%	<u>53</u>
Castle Hill		2.02%	<u>12</u>
Derby Street Neighborhood		12.14%	<u>72</u>
Downtown Salem		8.6%	<u>51</u>
Gallows Hill		1.86%	<u>11</u>
Greater Endicott Street		2.36%	<u>14</u>
Highland Avenue		6.75%	<u>40</u>
McIntire Historic District		7.08%	<u>42</u>
North Salem		10.79%	<u>64</u>
The Point		3.2%	<u>19</u>
Salem Common		9.61%	<u>57</u>
Salem Willows		3.04%	<u>18</u>
South Salem		15.35%	<u>91</u>
Witchcraft Heights		2.36%	<u>14</u>
Other (please specify)		5.9%	<u>35</u>

Statistics based on **593** respondents;

Do you have access to a private vehicle?

		Response percent	Response total
Yes	<div></div>	77.89%	458
No	<div></div>	13.44%	79
Sometimes	<div></div>	8.67%	51

Statistics based on 588 respondents;





Are you currently a student?

		Response percent	Response total
Yes, I go to school full-time	<div></div>	3.37%	20
Yes, I go to school part-time	<div></div>	2.36%	14
No, I am not a student	<div></div>	94.28%	560

Statistics based on 594 respondents;

Where do you go to school?	Responses
Salem State	23
Gordon College	2
Clark School	1
North Shore Community College	3
Salem High School	3
Umass Boston	1
Boston College	1

Are you currently employed?

		Response percent	Response total
Yes, I work full-time		51.52%	<u>306</u>
Yes, I work part-time		13.81%	<u>82</u>
No, I am retired		24.75%	<u>147</u>
No, I am not currently employed		9.93%	<u>59</u>

Statistics based on **594** respondents;

Where do you work?


















Work Place	Responses	Work Place	Responses
Salem	172	Medford	1
Boston	79	Canton	1
Beverly	26	Billerica	1
Cambridge	17	Georgetown	1
Peabody	15	Haverhill	1
Danvers	15	Lawrence	1
Lynn	14	Lexington	1
Marblehead	10	Malden	1
Bedford	3	Manchester	1
Lowell	3	Mattapan	1
Reading	3	Methuen	1
Chelsea	2	Nashua	1
Andover	2	Newton	1
Hamilton	2	Worcester	1
Hampton	2	Woburn	1
Ipswich	2	Weston	1
Wellesley	2	Burlington	1
Somerville	2	Waltham	1
Swampscott	2		
Topsfield	2		

Do you mainly work from home?

		Response percent	Response total
Yes		15.46%	<u>60</u>
No		84.54%	<u>328</u>

Statistics based on **388** respondents;

Which transportation option or combination of options, do you typically use to get wherever you need to go (you may select more than one option)?

		Response percent	Response total
Personal Car		79.49%	<u>469</u>
MBTA Commuter Rail (Rockport/Newburyport)		40.85%	<u>241</u>
MBTA Bus		15.93%	<u>94</u>
Walk		60.34%	<u>356</u>
Salem State Shuttle		2.03%	<u>12</u>
Salem Public Schools Bus Service		0.51%	<u>3</u>
The Ride (MBTA)		4.92%	<u>29</u>
Salem Ferry		19.66%	<u>116</u>
Bicycle (your own bicycle)		15.93%	<u>94</u>
Salem/Zagster Bike Share		1.86%	<u>11</u>
On Demand Services (e.g. Lyft/Uber)		20%	<u>118</u>
ZipCar		2.2%	<u>13</u>
Private Shuttle		2.71%	<u>16</u>
Carpool		5.59%	<u>33</u>
Taxi		13.73%	<u>81</u>
Telecommute/Work from home		8.31%	<u>49</u>
Other (please specify)		8.31%	<u>49</u>









If you selected Private Shuttle, please provide details about the service.

(21 total)

#	Responses
26	The Ride Test Pilot subsidizes 10 RIDES per month. I pay the first \$2.00 then they pay up to \$12.00 PER RIDE and I pay the difference.
30	Take private car service to airport. Very expensive but cannot climb into buses, vans very well.
32	Salem Senior Center van Cost is minimal or even free ,but drs appointments and errands require certain days and times.
63	I use this service for trips too and from Logan Airport
104	Just when I go to Logan airport for over 3 days
109	North Shore Shuttle to airport
114	I work at the Dana Farber Cancer Institute, and they have a shuttle that picks up at North Station and brings me to work
137	Airport
156	My dad!
157	I sometimes use Northshore shuttle to get to Logan Airport.
180	Stop in north Salem willing to walk a distance to get to it.
189	Uber
198	North Shore Shuttle
209	North Shore Shuttle, usually to the airport
213	N/A
363	occasional UBER
367	We need Jefferson avenue access, Lafayette street to Marblehead.
414	I had to take a private shuttle once 10 years ago to the airport for work trip. It was the be driven xompany out of revere. Nice door to door service
435	to and from airport
438	BDriven shuttle only to or from the airport
524	Boston carriage

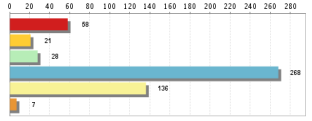
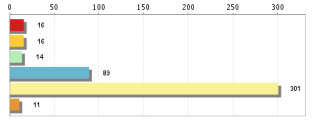
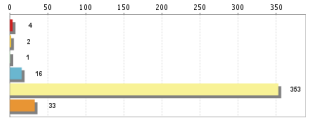
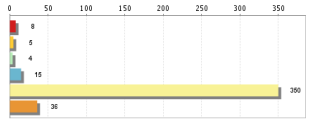
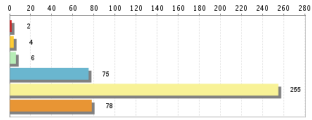
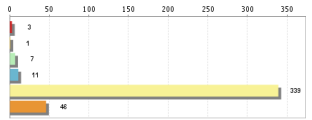
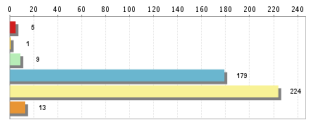
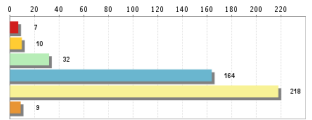
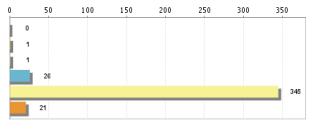
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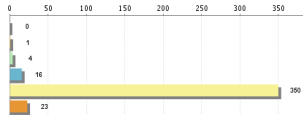
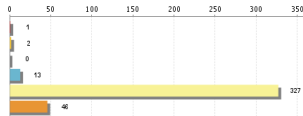
What are your biggest challenges with respect to available transportation services in Salem listed in question 9? (select all that apply)

		Response percent	Response total
No service available near my home		17.91%	<u>96</u>
Services don't go where I want to go		39.55%	<u>212</u>
Services don't operate (not running) when I want or need to travel		33.02%	<u>177</u>
Service frequency is not sufficient/convenient		46.27%	<u>248</u>
Services near me aren't easy for me to get to		9.89%	<u>53</u>
Cost of services		25.93%	<u>139</u>
I don't know about most of the transportation services available to me		24.44%	<u>131</u>
Other (please provide more detail)		12.69%	<u>68</u>

Statistics based on **536** respondents;

How often do you currently use any of the following local transportation services? (select all that apply and the frequency that most accurately reflects your usage)

	5+ times/week ■	3-4 times/week ■	1-2 times/week ■	Few times/month ■	I do not use this service ■	I did not know about this service ■		Response total
MBTA Commuter Rail (Rockport/Newburyport)	11.2% (58)	4.05% (21)	5.41% (28)	51.74% (268)	26.26% (136)	1.35% (7)		518
MBTA Bus	3.58% (16)	3.58% (16)	3.13% (14)	19.91% (89)	67.34% (301)	2.46% (11)		447
The Ride (MBTA)	0.98% (4)	0.49% (2)	0.24% (1)	3.91% (16)	86.31% (353)	8.07% (33)		409
Salem Council on Aging Van	1.91% (8)	1.2% (5)	0.96% (4)	3.59% (15)	83.73% (350)	8.61% (36)		418
Seasonal Trolley (free to residents)	0.48% (2)	0.95% (4)	1.43% (6)	17.86% (75)	60.71% (255)	18.57% (78)		420
Salem State Shuttle	0.74% (3)	0.25% (1)	1.72% (7)	2.7% (11)	83.29% (339)	11.3% (46)		407
Salem Ferry	1.16% (5)	0.23% (1)	2.09% (9)	41.53% (179)	51.97% (224)	3.02% (13)		431
On Demand Services (e.g. Lyft/Uber)	1.59% (7)	2.27% (10)	7.27% (32)	37.27% (164)	49.55% (218)	2.05% (9)		440
ZipCar	0% (0)	0.25% (1)	0.25% (1)	6.6% (26)	87.56% (345)	5.33% (21)		394

	5+ times/week ■	3-4 times/week ■	1-2 times/week ■	Few times/month ■	I do not use this service ■	I did not know about this service ■		Response total														
Zagster Bike Share	0% (0)	0.25% (1)	1.02% (4)	4.06% (16)	88.83% (350)	5.84% (23)	 <table><tr><th>Usage Frequency</th><th>Count</th></tr><tr><td>5+ times/week</td><td>0</td></tr><tr><td>3-4 times/week</td><td>1</td></tr><tr><td>1-2 times/week</td><td>4</td></tr><tr><td>Few times/month</td><td>16</td></tr><tr><td>I do not use this service</td><td>350</td></tr><tr><td>I did not know about this service</td><td>23</td></tr></table>	Usage Frequency	Count	5+ times/week	0	3-4 times/week	1	1-2 times/week	4	Few times/month	16	I do not use this service	350	I did not know about this service	23	394
Usage Frequency	Count																					
5+ times/week	0																					
3-4 times/week	1																					
1-2 times/week	4																					
Few times/month	16																					
I do not use this service	350																					
I did not know about this service	23																					
Private Shuttle	0.26% (1)	0.51% (2)	0% (0)	3.34% (13)	84.06% (327)	11.83% (46)	 <table><tr><th>Usage Frequency</th><th>Count</th></tr><tr><td>5+ times/week</td><td>1</td></tr><tr><td>3-4 times/week</td><td>2</td></tr><tr><td>1-2 times/week</td><td>0</td></tr><tr><td>Few times/month</td><td>13</td></tr><tr><td>I do not use this service</td><td>327</td></tr><tr><td>I did not know about this service</td><td>46</td></tr></table>	Usage Frequency	Count	5+ times/week	1	3-4 times/week	2	1-2 times/week	0	Few times/month	13	I do not use this service	327	I did not know about this service	46	389
Usage Frequency	Count																					
5+ times/week	1																					
3-4 times/week	2																					
1-2 times/week	0																					
Few times/month	13																					
I do not use this service	327																					
I did not know about this service	46																					

Statistics based on 566 respondents;

If you use another source of transportation, please tell us what source of transportation you use and provide some more details, explain the frequency of use according to the scale in question 12.

(104 total)

#	Responses
16	just drive myself
20	I will be retiring soon and will likely try to use as many public transportation services as reasonable in anticipation of going to a one car household.
21	Vision is impaired in one eye and I am 81 years old awaiting surgery for the other eye - and might need transportation to medical appointments and shopping all in Salem - need to know what services are available to me if I can no longer drive.
24	Ask friends. 2 x week
26	I WALK I shop locally with my "wheeled cart" I am senior, legally blind-low vision, can't afford to pay for a lot of rides. I weigh out where I need to go, how I feel that day, and try to manage myself. Rents in Salem have doubled. I can't stretch a fixed income far enough, so extra money does not exist. We have a beautiful walking city. I would love to get around more.
28	Family every couple of months
32	I have only lived in Salem for a few months so I don't know a lot of people here yet. I'm walking mostly but snow, icy sidewalks, trips to Drs. That aren't in walking distance, grocery stores, I take the senior van. Great for what it is but it definitely has limitations.
33	Currently I am able to drive everywhere. If I were not able to drive due to health would like to have transportation service that could take me to medical care and escort me to and from. Would pay accordingly. This is more than Uber or Lyft.
41	Salem Taxi, as needed, maybe once every few months.
47	Rides from co workers
61	Use ferry and trolley just once or twice a season.
65	I use my own car to Commute to work everyday b
83	I use. Private car to commute 4 days per week, 40 weeks per year. Other than that I walk or ride my bike to shop, go to the library, etc. this is why I moved here- to walk everywhere when I'm not at work.
91	Question 12 should have a column between "few times/month" and "I do not use this service". For example I take the trolley and the ferry once a year. Does not fit in one of these categories.
95	Na
96	Please note that frequency responses for answers in #12 are more accurately few times per YEAR rather than per month. I usually drive or walk.
106	I tend to walk if I am going downtown because of the lack of parking.
113	Private car 5+ times a week
115	walk, personal car
120	I chose few times / month for the Trolley and Ferry but I use them a few times per year. You should add that option to the survey.
123	I also use the T to get to work once I get to Boston on the Commuter Rail, sometimes the subway, sometimes the Silver line--5 or more times per week.
126	in the spring and summer I ride my scooter but no parking for scooters/motorcycles












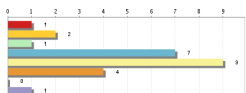
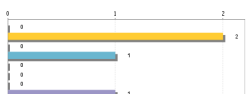
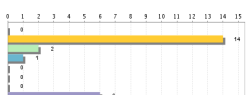
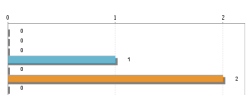

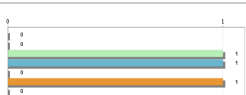
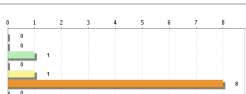
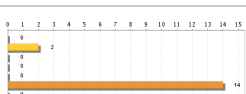
128	I must walk a lot to get around Salem. This is difficult in the Winter
137	Friend
138	I walk to downtown salem several times a week, unless the uncleared sidewalks prevent it in winter. Sometimes I take the MBTA bus or train from downtown. i use my personal car to drive to Marblehead and/or the Highland Ave mall several times each week, and to the danvers/Peabody malls every couple of weeks.
140	Walking and Biking, 1-2 times a week.
146	How can I get to the blue line?
147	I usually walk; however once a week I use my car to get groceries
150	Uber from time to time.
155	I do use the T from Wonderland
165	Personal car- dally
175	The T from Revere a few tones per month.
182	Personal car/walk/bike. Would love to use private transit but cannot justify the cost when I already pay for my car, which I need for work.
183	Commuter rail a 2 -10 times per year; Bike 2 per week; walk 5 per week; uber/lyft 5 per year; Ferry 1-2 per year
188	Family car (2 adults sharing)
190	I walk 5+ times/week
192	I use my private car for trips to the airport and Wonderland, and also to go shopping out on Highland Avenue or Vinnin Square every week. I generally walk in town because in the last 2-3 years getting across town takes too long. I love having access to the ferry and take it two or three times per season to go into Boston. I would very much like a shuttle that went to Target/Market Basket and Staples/Whole Foods over in Vinnin Square. Traffic in Salem has become a nightmare and, if I don't anticipate carrying a lot of grocery bags, a shuttle service would be great.
201	i'd use the seasonal trolley if i could just so my ma drivers license instead of walking downtown to get a ticket.
203	Bicycle-daily
212	Taxi to airport.
213	Private car
216	I use the bus when my car is having mechanical work done (rarely), and it is the most convenient option for getting to my office. I would like to use the commuter rail, especially in snowy weather, but there is no stop close enough to my office at the Cummings Center; however, I use it often to get to Boston (and prefer it to driving). I use Uber/Lyft to get across town in poor weather or late at night. I use the Salem Ferry as often as my preferred choice to get to Boston.
230	I commute daily with my personal vehicle. Luckily, I have a driveway and do not have to find a parking spot on the street when I arrive home in the evening. Sufficient resident parking is an issue. I live close enough to the downtown district (Derby Street/Common neighborhood) to be able to walk easily. If ever I have to drive into the downtown area, parking can be hard to find. In the inclement weather (snow/rain) or when I have a large amount of bags, it would be nice to have a shuttle option so I wouldn't have to walk. Having a shuttle service to areas of Salem outside of the downtown that are too far to walk to would be helpful so driving wouldn't be necessary (ie Canal Street, Highland Ave, or North Salem). I don't dare ride a bicycle in this city.
238	Own bicycle used for travels in Salem both pleasure and running errands.
240	Mostly I drive everyday, but I want to drive less. I rarely go out at night anymore because I don't like to drive at night. I miss stuff I want to attend.
241	During the season in which it is available, I use the Salem Water Taxi/Shuttle from the Blaney Street dock to get around town.
249	Friends sometimes give us rides.









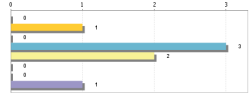
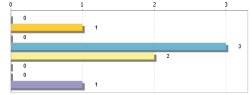
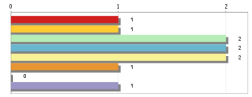
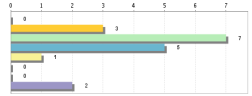
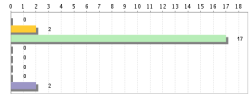
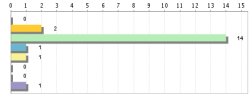
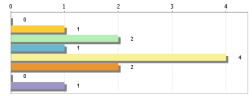
251	I walk around Salem a lot.
252	I drive my own car 2-3 times a week.
254	I use the commuter rail, the seasonal trolley, the salem ferry, the bike share, and the North Shore shuttle to the airport occasionally but less than once a month.
265	Either use my personal car or walk
266	USE A CAB AS NEEDED A FEW TIMES A MONTH...RELY ON FAMILY AND FRIENDS MOST OF TIME
267	I bicycle several times a week during the summer
271	My own vehicle. Daily.
272	Usually get dropped off or park near the Salem Common. Around Halloween I did use the Shuttle and the Trolley did help transport me to Salem.
284	My own car frequently all times of day and night.
288	i use the mbta commuter rail a few times a year
289	Car
293	Occasional taxi. Airport shuttle from Peabody Logan Express on Rt 1.
294	Private car
297	Just my personal vehicle or with a friend
302	I do use some of the above, but just a few times a year....commuter rail, salem ferry
306	Currently working in Salem, but rode commuter rail to Boston daily for many years.
309	Private car
320	During the summer I use my bike everyday when it not raining or too windy. I have a car, so I use that if I need to leave town, or parking is available.
321	Ubee
330	friends help me with lifts to doctor's appointments
331	Walk
340	I typically drive my own car into downtown because the bikes are too far away and the shuttle/trolley doesn't come out to this area. My greatest challenge is parking. Finding a parking space close to where I want to shop, eat, walk.
343	I walk whenever I need to travel less than a mile.
347	Walk (in-town) 5+ times/week
348	I use the MBTA services a few times per year, but not quite every month.
349	When going to airport, use North Shore Shuttle or take taxi
353	Personal car or walk
354	Taxi
357	I use my bike and my Vespa scooter when I am going around town (weather permitting)
371	Should have "Few times a year" option, which would be train and On Demand Svcs for me.
375	Once a week , a home health aide, drives me around on errands.

387	I use my car mostly. I can't walk very far w/o assistance, my car gets me close to where I need to go w/o too much walking. I use handicap parking whenever available. I would like to get about around downtown without using my car. I will be getting a motorized wheelchair soon and that will help a lot.
414	I walk to work as much as possible. Sometimes i need to drive based on errands appointment during the day.occasionally during inclement weather a xo worker will give me a ride
416	Drive daily, love near work but that walk is dangerous and unpleasant.
422	Private vehicle from Salem to Wonderland MBTA Station.
432	Private car -- usually daily
433	Taxi and friends @ 4 times a week
438	shuttle only to airport for infrequent trips. MBTA subway to Boston once a month after driving to wonderland
441	I walk almost everywhere and when I need to go out of town for groceries or other shopping, I drive my car.
452	I have a car
474	My husband and I currently survive on gift certificates for Uber. The Ride is awful. The Council on Aging shuttle is great but only within their limited offerings. But they are great.
481	I generally walk/bike in warmer months
489	Private car/bike-daily
508	Walk,
520	I use MRTA it's a ride service provided by Mass health. I use it at least once a week for a standing appointment and several other times a month for other health appointments.
526	I mostly drive my car because I have kids in elementary school, the walk to the train is a bit too far for them and we have to drive to the ferry when we use it. The seasonal trolley can not be used randomly, you need to choose a day which does not allow for any spontaneity and you need to go downtown to arrange for your day.
530	I use Hubway bike share regularly as part of my commute in Boston/Cambridge.
534	Personal car, 5+ times per week
538	Walk
543	I take my own car when I'm healthy and I can get parking.
553	personal car 3-4 times/week.
554	My daughter and Granddaughter drive me.
555	Walk - 5+ times a week.
559	Taxi a few times a month.
560	Ride from friends or family.
582	Blue Line
586	Walk 5+ times/week.

(104 total)

Please tell us a little bit about your current travel patterns. Where do you typically travel to for the following purposes? Check all locations that apply.

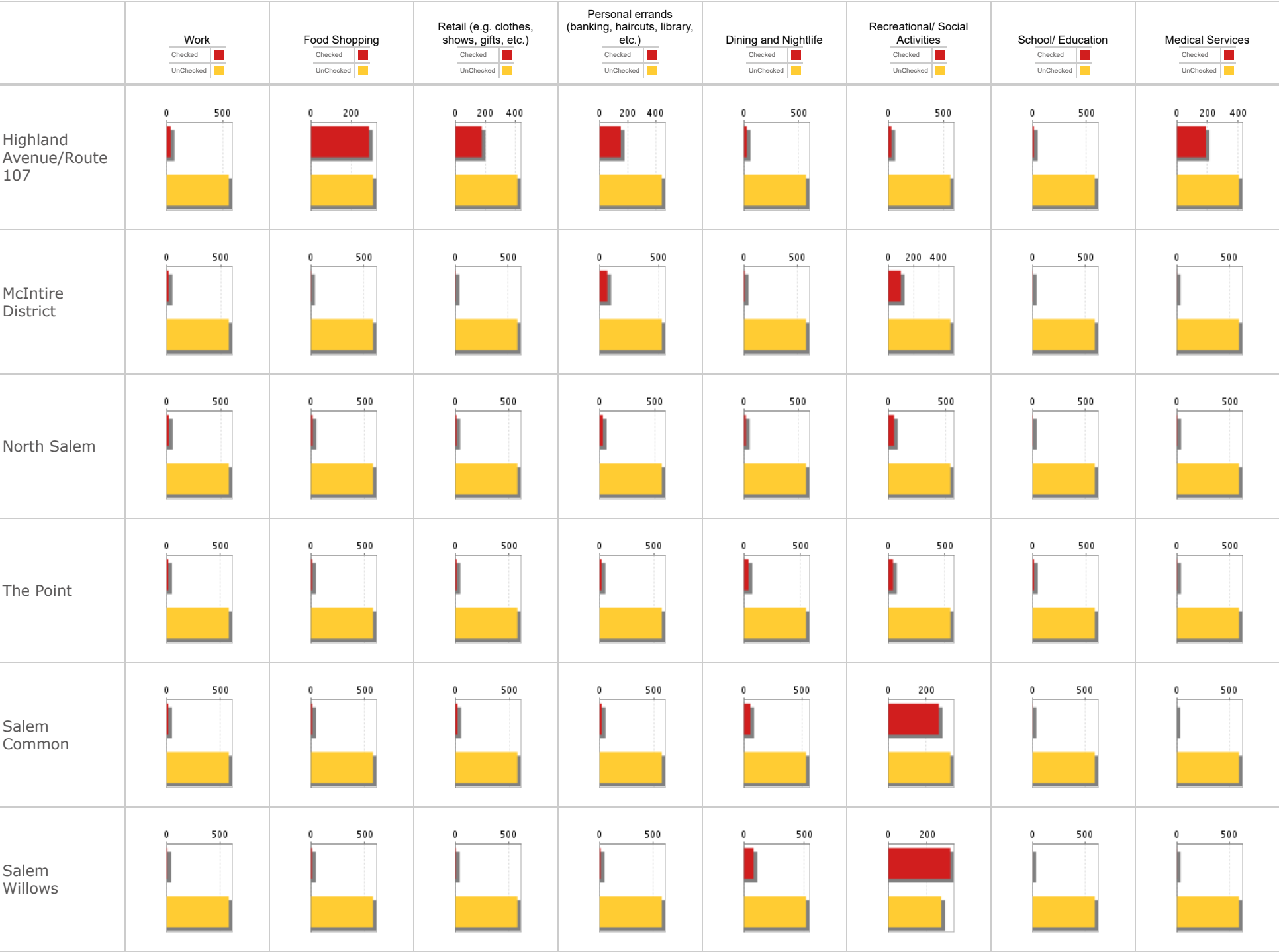
	Work 	Food Shopping 	Retail Shopping (e.g. clothes, shoes, gifts, etc.) 	Personal errands (banking, haircut, library, etc.) 	Dining and Nightlife 	Recreation/Social Activities 	School/Education 	Medical Services 		Response total
Bridge Street Neck	16.67% (1)	0% (0)	16.67% (1)	50% (3)	16.67% (1)	0% (0)	0% (0)	0% (0)		6
Castle Hill/Jefferson Avenue	20% (1)	20% (1)	0% (0)	40% (2)	20% (1)	0% (0)	0% (0)	0% (0)		5
Derby Street Neighborhood	0% (0)	20% (2)	6.67% (1)	13.33% (2)	46.67% (7)	13.33% (2)	0% (0)	0% (0)		15
Downtown Salem	4% (1)	8% (2)	4% (1)	28% (7)	36% (9)	16% (4)	0% (0)	4% (1)		25
Gallows Hill	0% (0)	50% (2)	0% (0)	25% (1)	0% (0)	0% (0)	0% (0)	25% (1)		4
Highland Avenue/Rte 107	0% (0)	60.87% (14)	8.7% (2)	4.35% (1)	0% (0)	0% (0)	0% (0)	26.09% (6)		23
McIntire District	0% (0)	0% (0)	0% (0)	33.33% (1)	0% (0)	66.67% (2)	0% (0)	0% (0)		3
North Salem	0% (0)	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	25% (1)	25% (1)		4
The Point	0% (0)	0% (0)	25% (1)	25% (1)	0% (0)	25% (1)	0% (0)	25% (1)		4
Salem Commons	0% (0)	0% (0)	10% (1)	0% (0)	10% (1)	80% (8)	0% (0)	0% (0)		10
Salem Willows	0% (0)	12.5% (2)	0% (0)	0% (0)	0% (0)	87.5% (14)	0% (0)	0% (0)		16

	Work 	Food Shopping 	Retail Shopping (e.g. clothes, shoes, gifts, etc.) 	Personal errands (banking, haircut, library, etc.) 	Dining and Nightlife 	Recreation/Social Activities 	School/Education 	Medical Services 		Response total
Downtown Peabody	0% (0)	14.29% (1)	0% (0)	42.86% (3)	28.57% (2)	0% (0)	0% (0)	14.29% (1)		7
Downtown Beverly	10% (1)	10% (1)	20% (2)	20% (2)	20% (2)	10% (1)	0% (0)	10% (1)		10
Vinnin Square	0% (0)	16.67% (3)	38.89% (7)	27.78% (5)	5.56% (1)	0% (0)	0% (0)	11.11% (2)		18
Northshore Mall/ Rte 114	0% (0)	9.52% (2)	80.95% (17)	0% (0)	0% (0)	0% (0)	0% (0)	9.52% (2)		21
Liberty Tree Mall and Vicinity	0% (0)	10.53% (2)	73.68% (14)	5.26% (1)	5.26% (1)	0% (0)	0% (0)	5.26% (1)		19
Marblehead	0% (0)	9.09% (1)	18.18% (2)	9.09% (1)	36.36% (4)	18.18% (2)	0% (0)	9.09% (1)		11

Statistics based on **32** respondents;

Please tell us a little bit about your current travel patterns. Where do you typically travel to for the following purposes? Check all locations that apply.

	<div>Work<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Food Shopping<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Retail (e.g. clothes, shows, gifts, etc.)<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Personal errands (banking, haircuts, library, etc.)<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Dining and Nightlife<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Recreational/ Social Activities<div>Checked<div></div>Unchecked<div></div></div></div>	<div>School/ Education<div>Checked<div></div>Unchecked<div></div></div></div>	<div>Medical Services<div>Checked<div></div>Unchecked<div></div></div></div>
Bridge Street Neck								
Castle Hill/Jefferson Avenue								
Derby Street Neighborhood								
Downtown Salem								
Gallows Hill								





Do you travel to other places? Please describe where and for what purposes.

(228 total)

#	Responses
4	Salem Hospital for tests; Highland Dental; Market Basket on Highland;North Shore Physicians Group on Highland;
5	Newburyport medical, food, shopping.
7	into Boston for recreational/social activities into Summerville for recreational/social activities
8	Boston. Visit friends, theater, some shopping
9	I walk to all local places: bank, haircut, restaurants
12	Boston - medical services
15	This chart is awful. We need to go to the Y to exercise. We go to medical appointments all over because the system is so spread out. We food shop. We enjoy many parts of Salem that we can't get to. This chart doesn't cover lots of locations and doesn't allow for multiple reasons to visit. Is Vinin Sq Swampscott - I guess so. I could have designed a better chart.
16	Danvers for medical
19	Tried to put Downtown Salem for multiple sections and this program would not allow it. In addition to dining I also use downtown for personal errands, retail shopping, some food shopping and social activities.
21	Medical Services and shopping are all within a 3 mile radius of Highland Plaza
26	Boston for Medical Apts.
28	Boston shopping and recreation
29	I frequently go to/from the MBTA station, which (I assume) is part of what you call downtown Salem? Also, the previous question only allows you to select one activity per neighborhood, which I don't think is the way you intended it to work (at least, it's not how the instructions imply it should work).
32	I go to the "wharf area "of Salem. I'm not sure if it has another name since I don't know many neighborhood names. I want to be able to travel all over Salem and the surrounding Towns with some ease. I've been staying away from highly trafficked areas. My dr is moving to Danvers and that has me worried. Sometimes directions confuse me.
33	Lynnfield Market Street, Wegmans Burlington
34	To revere subway Logan airport
35	Boston - medical
37	Lynn for work
40	Union Hospital, Lynn for medical appointments.
41	To Cambridge for work. To other towns that can be reached via Commuter Rail on occasion (Beverly, Gloucester, Rockport, Ipswich, Newburyport, Manchester) for recreation. To Lynn and Peabody to see family on occasion.
45	Danvers essex tech
46	Swampscott points north commuter rail boston
47	Danvers

48	Travel to Boston, Cambridge for medical appointments and cultural life. Also travel to Swampscott to see family and Beverly for errands.
50	Lafayette street near the university for personal errands
51	Danvers Market Basket
53	Lafayette Street is home and school.
54	Beverly Hospital for pediatrician, Beverly Sterling YMCA for kid's swim lessons and gym.
55	Rockport and Boston for family and friends
56	Downtown Danvers for medical Downtown Lynn for work and dining
58	South Salem for school/education Danvers for school/education Cummings Center in Beverly for medical services
60	For shopping, dining & cultural reasons
61	Often attend evening lectures / concerts in Downtown, McIntire and Derby St areas, but also in Peabody, Danvers and Marblehead. I walk on Winter Island a lot.
63	Medical services are in Boston
64	Danvers, MGH Cancer Center
67	Work/Grove St
68	Hamilton and Topsfield to take my child to soccer practice 3-5 times a week Essex tech
69	Boston for work and social but commuter rail is so expensive and bus takes too long
70	Boston, MA and Medford, MA for work
72	Canal St.: shopping
73	Boston....culture and recreation
77	Danvers- Market Basket, Target (easier to get to Danvers from Bridge St Neck than to go to Highland Ave)
80	Danvers work
81	Airport
83	Boston, Cambridge, Arlington. Wakefield to friends and arts occasionally. Beverly - family and haircuts. Swampscott- family
85	I work at salem state. I sometimes eat lunch in that area.
89	I work in Peabody and do most of my personal errands in that area during lunch or on my way home. I live near the Kernwood Bridge and do most of my weekend errands in Beverly. I try not to travel through Salem because of the traffic. If I have to, I avoid going through the downtown area and will take the perimeter routes instead.
93	Boston, North Shore, Maine All for social activities
95	Logan
96	Marblehead for church and church activities. Route 1 corridor for shopping. - Costco, Northeast Nursery, etc. Available transportation out there and on 114 corridor would be helpful for people seeking WORK who can't drive.
97	Winter Island for the beach and parties,
105	Boston-work, shopping
106	Collins Cove neighborhood to visit friends and take my cat to the vet.
107	SSU for work

110	Boston-recreational, work. Gloucester-work, recreational
112	lynn union st doctors
113	Burlington Mall and surrounding area for retail and food (wegmans) shopping from time to time
115	N. Andover for social group Airport to visit family, vacation travel No early or late transportation Weekend very limited. Boston for museums, entertainment. Hampered by inability to have transportation to return to Salem late in evening.
117	Downtown Lynn (Rte 1A) for work, North Shore Community College, and commuter rail.
120	Canal St. for food shopping. Is this considered Jefferson Ave neighborhood?
121	Forest River Park (Recreation/social, exercise), Palmer Cove (Dining/nightlife, Recreation/social), SPACE, aka the Salem dog park (Recreation, pets), Winter Island (Recreation/Social, Dining ie. cookout, exercise), Ferry Landing (Recreation/social), Dining/Nightlife), Salem State (Special events), Need to add new category for Downtown Salem.. "city services, govt, public meetings"
123	Boston, for work and food shopping; it's less trouble to go to a grocery store in Boston (Star, Whole Foods, Trader Joe's) and bring purchases home on the Commuter Rail. Rockport and Newburyport, for recreation sometimes.
127	Throughout MA for work and social.
128	I take the commuter rail to Boston and to Newburyport to visit family and friends but the walk to the train is a mile from the corner of Webb and Derby.
129	North Shore Community College in Danvers - meetings and school Salem State - meetings and school
131	Northshore mall Danvers market basket target in Salem Liberty tree mall
133	Danvers...to visit family
135	Lynn, MA for work
138	Logan Airport is absurdly difficult to reach by public transit. The 450 bus whizzes right by on weekdays, and only goes to Revere on weekends. The train makes no stops that easily connect to Logan. The 459 bus does go to the airport (on an infrequent schedule), but it makes many many stops en route, and it offers no return trips to Salem after 740 pm. The 450 should OBVIOUSLY stop at Logan on weekdays, and the 459 should continue to offer buses from Boston into the evening. Wonderland dog track is very close to both the Blue Line and the Newburyport/Rockport train line, as well as the bus routes. It should become an intermodal stop with moving walkways between the various lines and retail/residential development to offset the cost.
139	Topsfield for work, Boston to visit friends, North Reading to visit my parents, various local hiking and walking places in the area, Salem State where I adjunct teach one class in the fall
140	Boston, work related. boston recreation. I travel to Beverly to get car fixed.
144	Work: Salem State University.
146	Blue line to Boston.
148	Logan airport to travel and rte 128 station to get Amtrak to nyc
150	I travel into Boston, Lynn, Swampscott and other destinations.
152	Downtown Danvers--errands, retail, dining
153	Downtown Danvers for dining; Beverly for Lahey (not downtown Beverly though); Danvers for dentist
154	Boston meetings and protests
157	Logan airport.
159	Somerville MA-work

162	Cummings Center, Beverly Hospital, downtown Danvers
164	Yappy pups off canal st - daily from my home in North Salem to drop my dog off so I can then drive back to the commuter rail and go to work.
166	Lynn - fabric store, restaurants. Danvers and Middleton for retail stores.
168	Peabody Sr. Center - volunteer
170	Boston for recreation
175	I travel all over the Norhshore for work as I do home visiting for disabled children.
176	Bridge St/Cummings center for medical - not sure if that's included in Beverly center
187	Endicott College (two miles from Downtown Beverly)- Work Boston - Retail/Dining & Nightlife/Recreational/Social Activities Everywhere else that is not Salem/Beverly/Peabody/Danvers - Food Shopping/Retail/Personal Errands/Dining & Nightlife/Recreational & Social Activities
188	McGath Field in Salem, Soccer Etc in Beverly, Forest River Park / Pioneer Village. Kids sports practice, work and recreation, Saltonstall School for kid pick ups on bad weather days. Trader Joe's, Savers and Market Basket in Danvers for personal shopping and shopping for work.
192	North End of Boston, dining and cultural activities. Gloucester, dining Rockport, dining and cultural activities Beverly, dining and Cabot Theatre
196	Medical center
197	volenteering
199	Winter Island - recreation, Danvers- orthodontist, Cummings Center - medical, Marblehead Y - recreation
201	my primary care doc is in boston
203	Boston, infrequently-entertainment, museums, church.
208	Boston - medical, recreational, fun Assembly Square - recreational, fun
209	Canal st. Food shopping
212	Portsmouth shopping, restaurants.
213	Out of State, Ikea, Essex
214	Salem State University/South Salem- Work and Recreational/Social Activities
216	Boston for dining, social, and occasionally work. Saugus for retail, errands, dining, and social. Lynnfield for retail and dining. North Beverly for the gym.
223	Swampscott
225	Beverly hospital campus for several kinds of medical services
227	I travel from North Salem to SSU 5 days/week.
231	Beverly Stop&Shop for food shopping. Peabody for gas. MBTA Commuter rail to work.
234	Daily commute to and from Boston
239	I would love to see Olde Salem Greens as part of a regular shuttle service.
240	Salem State University (work)
241	My son attends school in West Peabody. I occasionally travel to Lynn for various reasons.
243	drive all over Essex County as a Realtor
246	Swampscott for Whole Foods
247	I travel to towns that are located off RT. 128/ I 95 For recreation and dining and medical services.

252	Sightseeing: seaside, museums, galleries, historic sites.
254	To Cambridge/Somerville area for medical appointments, dining and nightlife. To Lexington for the dentist, Wilson Farm, visiting friends (used to live in Lexington)
259	Boston for dining Gloucester for friends and dining
260	Boston- dining, entertainment, visiting friends and family, going to airport
264	Harvard Square for night classes.
266	SOUTH SALEM ...WORK
268	Boston, Providence for work purposes,
270	Canal Street
272	I don't travel that far.
274	Beverly farms for haircut. Newburyport, shoes and chiropractor.
276	Social activities in Lynn, Swampscott and Hamilton.
278	to Lynn for work
282	Travel to Brookline for church Travel to North East Animal Shelter to volunteer Travel to MAA in Marblehead for art take-ins, takedowns, and art shows Travel to SAA Salem for art take-ins, takedowns, and art shows
284	I am assuming you are talking about local travel. We travel abroad extensively.
288	North Shore Mall shopping and Medical Appointment
292	I travel to Haverhill for work 1-2/week. I also go to the beaches in Marblehead, Nahant, Salem winter island/Willows & Forest St. Park & Swampscott by car & bike. Occasionally (2-3/year) I take the commuter rail into the city but with a baby it is often easier to take my car.
293	No. Mostly Salem Area, North Shore.
294	Airport
297	Doctor in Danvers, Dentist in Beverly, work in West Peabody and work in Beverly
298	Logan airport
301	Newburyport, Wenham, Gloucester, Ipswich, Middleton, Danvers, Boston, etc.
306	Weekly seasonal travel to Vermont for recreation and relaxation.
307	North Salem to home
310	Yes, Boston. It could be for an appointment (Medical, or other). Shopping & Travel.
312	I would like to travel outside of Salem, but transportation is too expensive and I still unable to make out the MBTA bus routes, pick up & drop off. Times are inconvenient .
317	Canal St. Crosby's, Deacon Giles, Nail Salon, Bertini's, Sub/pizza shop (?name) I go to all those places routinely.
320	Swampscott, medical, food, shopping, recreation, work Lynn, recreation, restaurants, work Lynn field, shopping Danvers, shopping, recreation, work Out of state, work, family (must travel to get to highways) Boston, medical, recreation, restaurants, shopping Newburyport, work, recreation, restaurants Rock port, recreation
321	Boston for many reasons
322	Lahey Clinic near Northshore mall and Centennial Drive for Dr appointments,
323	Marblehead YMCA to exercise

326	I work in Boston 3 days a week. I take commuter rail, which I hate because of the terrible customer service and high cost.
332	Mostly interested in services in and around Salem. Particularly interested in transportation between SSU and the downtown.
334	Lynn for restaurants
337	I use the 459 to go to the airport but it's not available weekends. I would love a way to get to downtown Beverly without driving.
338	I travel all over the place. For work, leisure, to explore, etc., etc. Locally and most frequently, I keep to surrounding areas.
340	Ipswich for work & dining
343	South Salem for work
347	Lynn - dining, school, commuting
348	Route 107 & downtown Lynn, for roller derby practice. The MBTA has a bus that travels that route, but it's rather infrequent.
349	Lynn, Saugus, Swampscott, Boston, beaches, woods
351	Newburyport for dining, social, shopping Swampscott for social Westford for social and shopping Gloucester for social
353	Boston hospitals
356	I drive everyday Boston St to Lowell St to get to work.
357	Food shopping at crosbys on canal st or Steve quality market. To winter island for outdoor time.
360	Ipswich to meet friends, Boston for a lot of reasons, Downtown Lynn for Shopping/Dining & Nightlife.
361	Lafayette Street - local businesses
362	Danvers for medical services; downtown Danvers for dining
365	North station/ downtown boston - grocery shopping, dining out, social activities, medical, errands, etc..., manchester - work, lynn - work, gloucester - grocery shopping, dining out, social activities, ipswich - educational, social activities. It would be helpful to have a map of these neighbors because I dont know where some of them are/what they are referring to.
366	I will be going to Rowley regularly to do research at the PEM/Phillips Library. I will likely not need transportation regularly, but many others will. And, I am working with the PEM to offer a shuttle service at least on day per week, but other options for people without cars will be very important.
368	Cape Ann for Social, fitness, restaurants.
370	downtown Boston for social events
375	Cummings center for medical
379	Downtown Boston for legal business. The Garden for sporting events. Go Bruins!
380	Peabody stop and shop (food shopping)
381	Boston for theater, BSO, museums, dining, occasional work, shopping
383	Salem State (SOUTH SALEM) School
384	Logan Airport
388	Newburyport...for socialization, shopping, dining. Boston...for nightlife, dining, medical.
392	-Travel to Boston for theater, concerts, meeting friends for lunch, dinner, etc. -Some medical appointments in Boston -Some travel to Logan Aiorport
394	Revere/Boston Suburbs - Social Activity Wilmington/Winchester/Stoneham - Medical Services
396	Boston for work
402	Boston

405	Ymca Marblehead , Groveland - volunteer, various medical and dental, Marblehead - various
406	Salem Train Station
408	I travel to work in Andover. I go to Peabody, Centennial Drive area for daycare for my child. I travel to Boston to visit friends and for day trips.
414	Boston for dining and free aquarium i. September's for salem residents
415	Lynn - dining, recreation Swampscott - dining, recreation Boston - work, dining, recreation, nightlife
420	Midcoast Maine for work. I have to drive because the train only goes to Brunswick and the bus service does not stop close to Salem. The bus is fantastic and it would be amazing if it had a stop closer to Salem.
425	Downtown Salem for the Peabody Essex Museum/art appreciation Lexington & Burlington for Medical Appointments Somerville for family visits
427	Forest River Park, recreation. Out of local towns for varied purposes. Local walking or biking for recreation.
429	To Lynn for dentist, to Lahey Health, Peabody for medical
430	Burlington, Lexington , N. H.
432	Beverly Health Club on River Road
433	Market Basket for food
435	Crosby's Market, Canal St - food shopping
437	Lynnfield - Senior Center Danvers - Senior Center
438	Marblehead tor visit friends, meetings, church, visit relative to see sons in CA, VT, NJ Meetings Boston, Peabody, Beverly, Danvers,Marblehead
439	Restaurants occasionally
441	Stop & Shop on Salem/Peabody line, Trader Joe's for other groceries
442	Boston for medical services. MFA. Cambridge. Brookline. Beverley.
458	Para la Iglesia, todos los domingos. Reuniones en diferentes partes de la ciudad.
459	To Boston - for school/work (A shuttle or something to Wonderland Station would be nice)
462	Essex county for work
464	Boston and Cambridge, both for retail, dining, social activities
465	Swampscott & Peabody for food shopping
466	Boston for work
467	Boston, Cambridge
469	Ha ha--Wellesley 5 days a week for work. The commuter rail and MBTA have *tracks* that can get me there, but the schedules make it impossible. I would take the Commuter rail several times a week if only I could. My DREAM is to take the Salem Ferry to Boston, RUN to South Station, and take the commuter rail to Wellesley Hills. A dream I probably will not see come true in my lifetime.
474	Trader Joe's in Peabody. Open one in Salem, please.Danvers has a support group I can't go to as it's too far.
476	Newburyport. Portsmouth. Boston. I like to leave Salem sometimes.
498	Burlington/Lynnfield - food shopping, dining. Boston - social activities
499	Wakefield for the shopping plaza
504	tain to Boston for medical appointments. Car or train to Brookline for church activities. Train to Boston for cultural activities.
508	Boston and Revere to visit friends and for events

511	Shetland park (not sure if you consider that the Point) for work. Boston for most medical except routine. Would never go to Salem Hospital!! I travel to many North Shore towns for dining and entertainment.
512	Newton / Watertown for work, and Seabrook NH for grocery shopping at Market Basket. Drive is not a few minutes longer than making it to the other side of Salem, but the store is empty. So no traffic, big clean empty store makes it worth the extra 30 minutes or so driving.
513	Lowell for work. Newport for weekend get a ways
514	Boston- for college shows and the like for my son
515	To campus by bike for work
516	Salem State, Grad student.
517	Far from the tree cider Stop and shop in beverly
526	Sterling YMCA Beverly for recreation
528	I commute back and forth to Bedford, MA. We go up to Glostah for the beaches.
529	Cummings Center in Beverly for medical services
530	I regularly travel to Boston/Cambridge for retail, food shopping, dining and entertainment in addition to my daily commute. I also frequently visit Ipswich, Essex, North Beverly, and other farther-North shore destinations for food, shopping, and recreation - including trips by car and via commuter rail from Salem.
534	Loring@Lafayette for SSU and Forest River Park To the train station for work
536	As a 68 yr old Veteran living at 40R Highland Avenue I need to travel to Boston VA Hospitals very frequently and the NEED for a Salem Shuttle to get to grocery stores and medical appointments is very necessary for the residents of this building and area.
549	Boston, for work.
551	Boston, for work.
553	Paradise Rd. for medical services.
554	Swampscott for medical services
558	Lynn, for school.
580	Danvers - Endicott St. Food shopping, retail shopping, errands, dining and nightlife, recreation, medical.
581	Winthrop st. for personal errands.
590	Boston for work and shopping and social activities.
593	Boston/Cambridge Medical and recreational.

(228 total)

If a shuttle service were available within the City, or to destinations outside of Salem, where are some of the locations you would like to go?

(457 total)

#	Responses
2	Logan Airport
3	Salen Willows..Vinnin Square ..Downtown..Library...Highland ave...
4	North Shore Mall; Liberty Tree Mall; Trader Joe's
5	Around Salem where people could get on and off as they wish. Salem Hospital, Forest River Park, Walmart, shopping Ctr Highland Ave. North Shore Shopping Ctr. Liberty Tree Mall
7	Marblehead
8	hospital, commuter rail, airport
9	Northshore Mall, Traders Way, Home Depot, lynnfield Marketplace
12	downtown, Salem Willows, North Shore Mall, Liberty Tree Mall, Highland Ave shopping, Vinnen Square, Revere - Wonderland T
13	Cummings Center-Vinnin Square-Crosbys- Marblehead-Swampscott- Beverly
14	I would love if the MBTA bus ran more frequently, matched closer to the commuter rail schedule, and ran on weekends. There are zero options on the weekends to get from where I live (Bridge Street Neck) to downtown without having to walk or pay for an uber/lyft. That feels like a huge miss on the city because often we will choose to go somewhere else that at least makes paying for a ride via uber/lyft worth it (like Beverly).
15	Y Salem Willows Pickering Wharf Market Basket Doctors all over Highland Ave Boston Street for services like haircuts Salem State Commuter Rail Historic District
17	Downtown Salem
19	New Council on Aging/Senior Center building
20	The malls and surround.
21	Danvers Mass General Satellite Medical Center
22	Charter school to downtown, to Highland Ave and Witchcraft heights.
23	North Shore Mall, downtown Salem
24	Malls. Peabody, Highland ave
25	I would use the shuttle to go from my neighborhood to downtown Salem or to the train station.
26	Richardsons in Middleton North Shore Music tent The new Cinema in Revere
27	I doubt I would use a shuttle service.
28	Market Basket/Target/Home Depot Salem Hospital Liberty Tree Mall/Home Depot Crosby/Salem University
29	I'd love better/ more frequent daytime access to places like Highland Avenue and Vinnin Square, which aren't very pedestrian accessible but have a lot of retail locations I need to go to
30	Downtown Salem, Willows, malls in Peabody and Danvers

31	Boston
32	Marblehead Danvers Beverly Peabody Boston se
33	Swampscott Marblehead Danvers Burlington Beverly
34	Revere subway
35	The malls
36	North Shore Shopping Center, Liberty Tree Mall, Senior Center
37	Malls, Marblehead, the Willows
39	Downtown from my neighborhood. To the Willows. To the beach. Forest River Park
40	Derby Wharf. Salem Willows. Downtown Salem. Salem Public Library. Salem Common area. Winter Island. Salem COA.
41	Marblehead. Local grocery stores other than Steve's. Health care destinations: Beverly Hospital, MGH Danvers.
42	Downtown Salem, Willows, Beverly, Swampscott
44	Essex Technical link or NSCC
45	Marblehead ymca
46	Market basket and to downtown Salem
47	Liberty Tree Mall.....doesnt have to be a shuttle just get a bus from North Salem to go that route via North Street. NOw I think you can get there from the train depot but you have to go to Lynn first
48	From my neighborhood (near the gas plant) to downtown Salem, Salem Depot, shopping off Highland Ave.
49	Food shopping at Market Basket, Costco
50	None. I would drive
51	To my voting location on election day from my home and back
52	Usual and general....malls, hospital, restaurants. VIsiting friends.
53	I'd probably take it to work if it was cheap or free. Maybe even school. Save my vehicle for going outside of Salem.
54	Major commercial areas where there are clusters of retail and dining, e.g. Crosby's plaza on Canal Street, Lafayette Street, Highland Ave., etc. Would like to see the shuttle go to Peabody, Beverly, and Danvers, especially to the malls and medical centers.
55	library , downtown, train station , Salem Willows
56	Within salem: Vinnin square, downtown (especially on cold nights!), train station Outside of Salem: downtown Lynn, Beverly, malls, wonderland
57	Whole foods
58	MBTA, downtown Salem
60	Mall, Willows/ferry/Winter Island; Salem State University area
61	As indicated above, I often go to the McIntire area to visit the library and the Athaeneum on Essex St; the Salem Common, the Willows and Winter Island for exercise; the COA on Broad St and 7 Gables for programs; Highland Ave and Vinnin Sq for medical visits and shopping.
62	All around the downtown
63	Logan Airport
64	NS Music Theater, Salem High School, month of January for Philharmonic Concert every Sunday (in Jan). Beverly, Larcom theater productions
66	Winter island , Northeast Animal Shelter , Salem Willows, forest river park

67	Airport Train Station via Lafayette
69	Throughout Salem and Peabody and maybe an mbta station not on the commuter rail line (like oak Grove or wonderland)
70	I'd love a nearby shuttle to connect my home on gallows hill to downtown and the train station. Parking at both is a hassle and the walk is just a bit too long for me to do on a regular basis. I think for most people the walk is too long period.
71	Vinnin Square
72	Willows area, Crosby's Market, downtown Beverly
73	Willows, Winter Island, shopping in Peabody,Danvers
74	Deacon Giles Endicott Street Danvers Highland ave Marblehead
75	I would like to go from downtown from south salem where is live
77	Highland Ave retail, library, Salem schools when big community meetings are being held (like when meetings are at the high school, which is hard to access without use of a private vehicle). Hard to think of more examples, we bought our house in our specific location so we could walk anywhere in downtown Salem. (That's the same reason I wouldn't use a South Salem commuter rail station, I live so close to the current Salem depot that the train shakes my house when it goes by)
78	To/From downtown Peabody
79	Downtown Beverly, Downtown Peabody
80	Downtown Danvers, highland avenue, Vinnin square Whole Foods, Marblehead old town, downtown Beverly, Salem state college
81	Airport Marblehead Willows Market Basket
82	Liberty Tree Mall North Shore Shopping Center North Shore Community College- both campuses Monserrat School of Art Local Hospitals/ Dr offices(For non emergency visits)
84	Willows to Saltonstall School/SSU area Willows to Marblehead Willows to Jefferson Ave
85	Salem state
86	Constant loop around the downtown, willows (seasonal)
88	North Shore Mall area, Newburyport, Rockport, Gloucester
89	Downtown - The Willows
91	Train, downtown, willows, ferry, library, market basket, hospital/dr/highland ave., pickering wharf, the common, court houses
92	Malls beach
93	From willows to downtown
94	Gallows hill to train station
95	Vinnen square 107 market basket plaza
96	Vinnin Square, the Willows, downtown Salem and Beverly. To medical appts at Hutchinson Drive in Peabody/Danvers. Maybe to Malls.
97	Most of those listed. I would be most likely to use it around town, but my daughters would use it for the malls if available. It would be especially helpful in winter when the unshoveled sidewalks and the piled up snow on the corners makes it impossible to to walk downtown. I have to drive in and am more likely to avoid going because of parking.
98	Food shopping at market basket, trips to downtown beverly, the malls. More frequent/options for getting to wonderland would always be nice. Shuttle service might cut down on drunk driving (people driving to bars and restaurants)

102	I'd like a shuttle service in and around the Salem downtown area and outlying neighborhoods. It would be nice to be able to shop, socialize and frequent my local restaurants and not have to worry about locating parking. In the past with the intention of shopping and supporting Salem commerce I have have had to leave downtown because I could not locate parking.
104	I walk and take my bike but I feel folks from out Salem should have access to downtown Salem
105	From Highland into Downtown- I know that there is an MBTA route, but that is infrequent and on weekends even worse. Having an easy way to get into downtown would keep me from having to drive and park, and could get those living downtown to the shopping on Highland. The intersection where the bus drops is also as bit dangerous due to speeding and traffic in general.
106	Downtown Salem Y, Northshore mall
107	SSU. Downtown. Willows.
108	Downtown Salem, Peabody and Danvers malls.
110	Highland Ave, Willows, SSU
111	Downtown Salem would work for me, especially if the shuttle would run in the evening, for a post-cocktails trip home
112	salem hospital highland ave shopping Peabody and danvers malls movie downtown probably a lot of other places these place are hard now
113	North Salem, downtown Beverly
114	The Willows and Winter Island, Derby St/Pickering Wharf, from locations further away from the train station to the station. Also downtown Marblehead & Beverly
115	The Willows Marblehead Ferry Medical Centers
116	Swampscott near the area where Anthony's Pier 4 is located. Beverly downtown, Peabody downtown
117	Downtown Salem, Salem Library, Salem Willows, Vinnin Square, downtown Beverly, North Shore Mall, downtown Lynn/MBTA Depot, Highland Ave. shopping plazas, downtown Marblehead.
118	Wholefoods, Crosby's, H7G, Cabot Theater, Liberty Tree Mall
119	Marblehead, Peabody, Beverly, Danvers, Gloucester , Rockport ,Newburyport.
120	Canal St, Highland Ave, Salem Willows, Forrest River, Derby St in the Ferry area, Bridge St, Vinnan sq, Marblehead, Main st Peabody, Beverly
121	Probably wouldn't use it to hook outside the city (maybe to Beverly), but within the city absolutely. Within the city, just about everywhere but it would have to be timely/frequent/easy to use.
122	I'd like to be able to go from downtown Salem to Marblehead. It would also be helpful to go from Salem to Beverly, maybe Cummings Center.
123	Marblehead or across the bridge to Beverly.
125	Downtown! NS mall, vinnin sq, downtown beverly
126	Downtown Salem, The Willows
127	Salem State, Vinin Square, Downtown, stops in North Salem, Willows, Point, MBTA, Boston St
128	From the power plant neighborhood (where I live) to the train station. To the post office. To Salem State. To The Willows. To King's on 114. To Pickering Wharf. Also, over the bridge to Cabot St.
129	A shuttle that could loop me to SSU, Salem Hospital and the train station would be helpful. Seasonally, I'd like to be able to get to the Willows and Winter Island. I'd also like to be able to go downtown and to the mall and Vinnin Square easily.

130	When I think of a shuttle to cut down on traffic then I think a shuttle that drives from the Commuter rail, down Washington St. takes a left on Derby and goes down to the Wharf. It then goes around the Wharf and back the same way to the Commuter rail. And it literally does that route all day. People can quickly get on it and off it. Maybe there are other routes that are important too but quick routes that you dont need a schedule for because the whole route takes 15 minutes.
131	Salem library PEM downtown Salem Market Basket Salem Hamilton Hall Lectures. North shore Mall movies at Liberty tree Salem Willows and Winter Island. Salem State Times
133	Salem Willows....Beverly Dane St Beach....
135	Downtown, highland ave,
136	Salem Willows and Winter Island a d back to downtown.
137	Airport
138	NSMC, the Middle School, the High School and the Highland mall are all clustered in an area that logically should be served by shuttle. Low and moderate income housing is nearby on both sides of 107. The new senior center is a bit closer to downtown on 107, and the new Blubber Hollow development is not far away.
139	Beverly (downtown and the Stop and Shop). I'd love if the shuttle went to hiking/walking areas in Marblehead, Salem, and Beverly but I doubt enough other people want that for it to be feasible.
140	South Salem Campus or down 114 to Marblehead. Salem Academy Charter (Shetland Park) Downtown Market Basket.
142	Loop starting at train station, highland avenue (target and Walmart), vinnin square, salem state, canal street/crosby's, Shetland Park, through downtown back to train
143	Downtown Liberty tree mall
144	Salem State University, Northshore Mall, Brooksby Farm, Salem Willows.
145	Salem Hospital(work), Malls
146	Boston
147	North Shore Mall, MGH Oupatient in Danvers
149	South Salem, Salem Willows (seasonal), Salem Commons
150	Downtown Peabody, Downtown Beverly, Local Malls, Beaches, Definitely to the Willows and Winter Island.
151	Commuter Rail, Ferry Landing,
152	Willows, Winter Island, Market Basket on Highland Ave, Northeast Animal Shelter, Salem State College, Lynch/vanOtterloo YMCA, Downtown Salem, Downtown Beverly, Blaney Street pier for ferry
153	I would mainly use a shuttle that got me from my house in Gallows Hill to the MBTA station. The current bus is infrequent and does not run during rush hour times when I'm commuting into Boston, so I walk instead. My household only has one car and i usually cannot get dropped off due to different work scedules.
154	Willows Highland Ave, downtown, SSU
155	Wonderland T station
156	From SSU to McIntyre from 6 - 11 pm
157	Downtown Beverly. Wonderland Blue line or Logan Airport.
158	downtown, winter island, up lafayette.
160	Willows, downtown, Stop and Shop in Beverly, post office, YMCA, library

161	Just downtown to avoid need to drive and park
162	Beverly
163	Downtown Salem, Vinnin square, Salem Willows
164	North Salem, commuter rail, malls
165	Willows, train station, downtown, derby st
166	A shuttle service to downtown Salem, Highland Avenue and senior center (new location on Bridge Street).
170	Downtown, Beverly Center or Marblehead Center
171	Downtown.
172	Salem State, Immaculate Conception Church, Steve's, Crosby's
173	Salem willows
175	The Willows in the Summer & Nahant Beach too.
176	I would like to be able to get out of North Salem and to the train/downtown area frequently and on weekends as well as to the malls, willows and vinnin square.
177	I work at savers and it's difficult to make the MBTA bus schedule.I find myself running thru parking lot rushing to get bus.Although I don't want to really complain because the drivers are very helpful
179	Supermarkets/ retail on highland avenue Liberty tree and north shore mall Salem willows Marblehead beach
182	Downtown, Vinnin Square area, Highland Ave area
184	Highland ave shopping, Walgreens downtown, vinnin square
185	Grocery store, mall, beach and downtown Salem
186	Salem ferry, Salem willows, downtown, swamscott trader joes, Beverly
187	Downtown Salem, Highland Ave/Rte. 107. Northshore Mall, Liberty Tree Mall, Andover St/Rte. 114, Endicott College, Gloucester, Rockport
188	Market Basket, McGrath Field, Gallows Hill sports fields, Forest River Park, The Willows, Lynch Van Otterloo YMCA, Liberty Tree Mall.
189	Beverly, Peabody, Marblehead and throughout Salem
190	More opportunities for trips to Salem State, Vinnin Square, Marblehead, and Downtown Beverly.
192	Highland Avenue: Target, Market Basket, TJ Max, Home Depot, PetSmart Vinnin Square: Staples, Marshalls, Whole Foods, Home Goods Salem Willows, Hawthorne Hotel House of Seven Gables, PEM Cabot Theatre, Beverly MBTA Station
194	Downtown Salem
195	Cabot St in Beverly, Vinnin Sq, the train station
196	Food shopping
197	dr. appointments dentist shopping
198	North Shore Mall, Vinnin Square
199	Salem Willows/Winter Island, Target, Vinnin Square, Marblehead Y
200	Salem Library from Salem Commons
203	Listed in previous chart.
204	the willows, house of seven gables area, pickering wharf, salem common, commuter rail station, essex@washington

205	Both malls, Downtown Salem, Coffee Time, the various parks spread around
207	The Willows/Winter Island. The Salem trolley that's free for residents is not convenient because 1) You have to go downtown to the trolley depot to get tickets, 2) The ticket is '2nd class', if any paying customers are in line behind you they get to board first, and you end up giving up and taking a taxi/Uber. Forest River Park.
208	Common to Lafayette Street, North Salem Park go park, school to school for kids and for parent events I want to note that it said the trolley was free for residents, but isn't that only one month a year?
209	I am more interested within the city, I would go downtown, I would go to events at the University, I would go to medical appointments, I would go to evening events such as lectures at sitter at the Athenaeum, hamilton Hall. I would use it to do errands such as food shopping etc. I would use it as often as possible Outside the city would be great but I see that as a future initiative with other cities and towns.
210	Marblehead
211	Forest River Park Salem library
212	Vinnan Square. Liberty Tree & Nshore Malls Willows. Nshore beaches
213	Northshore Mall, Trader Joe's, Lynnfield market place, Rockport, Gloucester
214	Downtown Salem, Salem Willow, Winter island, Downtown Beverly, Marblehead, Vinnin Square
216	The Cummings Center (Beverly), North Shore/Sterling YMCA (Beverly)
218	Derby st to commuter parking lot
220	More options to and from Boston, Lynn
221	I would just like to walk around salem.
223	None
224	Vinnin Square
225	Internodal station (so-called)--The commuter rail station. The main library & Salem Atheneum (where parking is usually hell). To Salem State (for arts & performances & speakers & library); to big supermarket somewhere. To Winter Island Park/Salem Willows, even in cold seasons.
227	Salem Willows, downtown Salem, Highland Ave., Salem
228	Downtown Beverly, Highland Ave, Marblehead, Gallows Hill, Bridge Street Neck
229	Downtown - Artists Row Train Station Salem State Area Highland Ave Market Basket area Vinnin Square - Whole Foods area
230	Canal Street, North Salem, Vinnin Square, Downtown Beverly and Peabody
231	Grocery Stores
232	Downyown
235	Home to work
237	Just a ride downtown from north salem would be nice
238	downtown and destinations for errands, dining and recreation -- just moved here months ago and still am exploring what is around so I cannot be specific
239	Olde Salem Green (Golf course) Stop and Shop (Peabody) The various parks, as part of a loop, EG Forest River-National Park Service-Winter Island-Willows-Collins Cove-Mack Park-Gallows Hill, etc.
240	Salem State University Salem downtown Beverly Hospital Beverly Cummings Center
241	Highland Ave, commuter rail station, Willows, everywhere in between.

242	Collins Cove to MBTA Salem Station
243	North Shore Mall Liberty Tree Mall Lahey Peabody
245	Downtown Essex St. Home Depot Walmart
246	Parks and beaches in the City, Target/Shaws/Market Basket Plaza, Home Depot, the North Shore mall, Whole Foods in Swampscott (though if it went to the one in Lynnfield, that would be so incredible... because frankly the Whole Foods in Swampscott is pretty terrible).
247	Lynnfield, Peabody Danvers
248	To the Pem
249	South Salem to train and Coffee Time area of Bridge St. Lynch Park in Beverly Cummings Ctr Beverly
250	salem willows, north shore mall, highland ave,
252	Library, post office, North Shore Mall, Liberty Tree Mall, Lahey Clinic in Peabody.
253	The mall and Marblehead
254	North Shore Mall, Liberty Tree Mall, B.J.s, Market Basket (by 128)
255	I think it would be great to have temporary parking for residents during October or snow emergencies. The shuttle should run from those parking areas to the neighborhoods that need them most. I am hoping to buy a home in Salem in the next year, and parking is a big factor in my search. Otherwise, a shuttle to the highland ave area and to downtown from various neighborhood outskirts would be great.
257	Downtown
258	Whole Foods and Trader Joe's and Beverly hospital
259	I guess to downtown or to Gloucester
260	I'd principally use a shuttle to move within downtown Salem.
261	Canal Street, Vinnin Square, Highland Ave, salem willows
262	salem willows
263	Around Salem, Cabot and a Rantoul Streets in Beverly, malls, T And commuter rail stations
264	Kendall Square, Cambridge. North Shore Mall, Hospitals nearby, Movie Theaters
265	Stores on Highland Ave, Washington St.
266	DOWNTOWN, SALEM WILLOWS, HIGHLAND AVE FOR DOCTOR APPT AND SHOPPING...DANVERS FOR DR APPOINTMENTS AND SHOPPING
267	I'd like to have access to the Lawrence line of the commuter rail. I know that probably won't happen, but I'd love to reduce the amount I had to drive every day.
268	Retail areas, willows, Forest River Park,Vinnin Square. Occasion routes to Liberty Tree and North Shore Mall.
269	highland ave, willows,downtown salem, peabody, beverly and shopping center
270	Ferry landing, Pickering Wharf
271	Commuter rail. Downtown Beverly and Marblehead.
273	Train station Downtown
274	Marblehead for work .
276	A shuttle could mean not having to buy a new car to get to the pharmacy, doctor, supermarket, or friends' homes.
278	Vinnin Square, Marblehead YMCA, Salem Willows

280	Mall
281	Derby/Lafayette/Washington St
284	I might not use it now, but possibly in future. I think it should be accessible to the all areas mentioned.
286	Downtown from North Salem.
288	all the areas I've checked. At some point I will stop driving and will welcome a shuttle service.
289	All Over
291	Yes!
292	1. Winter Island & the Willows. 2. Forest river park 3. Bridge street 4. Commuter rail
293	Highland Ave, downtown Salem.
294	Ymca, common, Starbucks, whole foods, library, pediatric dentist highland ave, pediatric doctor highland ave, willows, waterfront hotel
295	Home and train, ferry, downtown
296	Market Basket Highland Ave Train Station
297	Your shuttle woud not go where I need to go or at the times I need to.
298	Downtown Peabody, downtown Beverly, downtown Marblehead
299	Areas where food shopping, retail shopping, dining and recreational activities are.
300	Danver, Peabody and downtown Salem
301	Malls, Whole Foods, Trader Joe's, movies, towns surrounding or north of Salem.
302	downtown; parks
303	Highland Ave/Route 107 Salem Willows Beverly
304	market basket, downtown
305	Salem State, T, Market Basket area, Marblehead, willows, downtown Beverly,
306	It is unlikely that I would use a shuttle service.
307	Mall
309	North shore Mall, Liberty Tree Mall, Endicott Plaza, Downton Salem
310	Boston.
312	Trader Joe's, Liberty tree Mall, Target, market Basket, 900 Cummings Center
315	Downtown Salem to not have to deal with parking
317	When the Michaud Belt line bus was running, it was great and filled a need where MBTA buses didn't go.
320	Salem State, winter Island, MGH medical center in Danvers, Cummings Center,
321	Just travel in the city
322	Witch City Mall, Library, Lahey Clinic, Centennial Drive, Trader Joes for groceries, TJ Maxx,
323	Market Basket on Highland Ave, Salem Willows, The Library, Vinnin Sq,
324	NS Mall
325	I mostly use my personal car for transportation.

326	I would LOVE to have a real express bus making 4 stops: Salem Depot-SSU-Lynn Central Sq-Wonderland. The "express" bus to Boston stops every 10 feet and takes FOREVER. The local bus to Wonderland also stops every 10 feet and takes FOREVER. I would not rule out a real express bus to Boston itself, but I'd be happy to be able to get to/from Wonderland in a reasonable amount of time. I would LOVE to see a shuttle from Downtown Salem to Forest River Park/Salem Pioneer Village to promote the Village.
328	Something to note is I just moved here 6 months ago from Boston - so I'm still getting used to the area and don't know what it has to offer entirely. A shuttle that ran from Salem State to the downtown/commuter rail would be nice. Especially during peak commuting hours (6:30-8am / 4:30-6:30pm) To the beaches around the North Shore. Shuttle to and from Marblehead downtown would be nice, maybe even Swampscott.
329	Middleton, Reading, etc.
330	library, hospitals and the malls
331	Highland Ave for grocery shopping
332	SSU to downtown Downtown to Willows
334	Grocery stores, shopping, restaurants in any of the neighborhoods listed.
335	Downtown liberty tree mall
337	Market Basket/Ocean State Job Lots in Danvers.
338	Downtown. Vinnin Square. Express to Wonderland. 107 corridor. Ferry/commuter rail.
339	My children would like to go to downtown or to the malls from vinnin square or the high school. The older members in the family would like to go to market basket or target.
340	From North Salem to: downtown Salem, the Willows, Beverly Cabot st & rantoul, north Beverly, Marblehead
341	Chelsea, market basket in salem, Marblehead farmers market
342	Downtown Salem, Beverly and Marblehead. In Salem: downtown Essex and Washington streets, the train station, Derby street, the Willows, Vinnin square, Bridge street neck and back home to Highland ave area.
343	Downtown to South Salem, highland Ave/107, downtown Beverly,
346	Bridge Street Neck, Willows, Common, Downtown, LIBRARY, Highland Ave shopping area (Market Basket/Target/Shaws), Derby St (esp waterfront/Derby Wharf/Seven Gables stretch)
348	Willows, Route 107 (Target, Petsmart, etc.)
349	Market Basket, other Highland Ave stores. But, unless shuttle is dropping me back off at my door, not feasible with groceries. Couldn't lug from bus stop. Would you go to local, nearby beaches? Seasonal activity routes?
350	Boston
351	Market Basket, North Shore Mall, Liberty Tree Mall, Lahey Clinic North, Vinnin Square, Winter Island, Salem Willows
352	To tourist and other recreational attractions.
353	Boston hospitals
354	North Shore Mall , Lahey Medical center Peabody MA
355	Highland Avenue, Winter Island, High School area
357	I did not realize I could take the trolley to winter island. It's not well advertised or marked. I think there could be more printed info (once a year) about services available to Salem residents.
360	Downtown Danvers/Water Street; Jefferson Ave;
361	downtown Salem, MBTA stations, Good Harbor Beach, Lafayette Street to Vinnin Square, downtown Peabody

362	To the Willows/Winter Island from the McIntyre District.
363	Northshore Mall, downtown Beverly, Liberty Tree
365	Shuttle to/from downtown beverly cabot st or to/from vinnin square
366	YES
367	Jefferson Avenue
368	Crosby's, Vinnin
371	Downtown; Willows; NSMC; Highland Ave - NSMC, shopping centers at Market Basket & WalMart.
372	Don't know due to no way of knowing where all they go?
374	Highland Ave., at least as far as hospital and Trader's Way Lafayette St., from downtown to SSU, possibly to downtown Marblehead Jefferson Ave./Loring Ave., from downtown to Vinnin Square Commuter Rail station to Beverly
375	Steve's market, Crosby's market, Winter Island. 331 highland ave for medical offices. 400 highland ave for eyes. Cummings center , medical.
376	Salem Willows or Traders Way, Marblehead or Beverly
378	Cummings Center North Shore Mall
379	South Salem to downtown area. I love walking however it is becoming an issue. North shire and Liberty tree malls.
380	How about a north/south or east/west shuttle through Salem, one end to the other? I'm fortunate to live downtown but my friends in north and south Salem all wish they could walk like I do.
381	I would absolutely use a shuttle inside town. I hate driving downtown and prefer to walk but sometimes there is a time constraint and it would be great to be able to take the shuttle one way or both. At night, I would take the shuttle to go out to dinner so I could have a glass of wine and not worry about driving. Outside of Salem, I would take a shuttle to and from Marblehead, Beverly, Manchester by the Sea (Singing Beach). Shuttle should also be pet friendly like the MBTA is. And I would 100% take a shuttle linked to the Blue Line but it would need to be frequent and reliable and less money than parking and taking the T is. So now parking is \$5 and the T is \$2.25 each way. So r/t costs \$9.50 which is way less than the commuter rail. If it were reliable and frequent and costs could be kept to that general number, I would use it all the time.
383	Between MBTA Commuter rail stations (Lynn-Swampscott-Salem-Beverly) would be an intra stop shuttle
384	Logan Airport
385	Market Basket on Highland Ave Salem
386	Peabody mall Stop&Shop Vincent square
390	NSMC, Library, Market Basket, Whole Foods, Museum area, Willows, Winter Island, Forest River Park.
392	Salem/ Highland Avenue for banking and food shopping NorthShore Mall, Danvers
393	Doctors visits on Highland Ave.and Centennial Drive area.
394	Highland Ave Shopping Center, Salem Hospital, MBTA Station, Museum Place (Downtown), Salem Willows, Salem State University
395	Downtown Salem, Salem Common, North Shore Mall, Liberty Tree Mall, mall near Target on Highland Avenue, Marblehead
396	I would love a shuttle to go from Highland Ave to the train station. The 450 bus is unreliable during rush hour because drivers speed past our stop. The bus also runs late because it is coming to and from Boston. I think a shuttle to the train station would ease up the traffic around the train station during rush hour, which has gotten quite bad.
397	The malls would be great, especially if one could stop at Trader Joe's nearby. My doctor's office is also by thr Northshore Mall.
398	From North Salem (home) to downtown, primarily

399	Would like to go to downtown Salem more if there was some way to get there/home without worrying about where to park.
400	downtown Salem
402	Downtown Salem
403	senior center
404	Willows
405	Marblehead beverly Trader Joe's
406	Salem Station Downtown Salem Vinnin Square
408	A Salem-Beverly shuttle would be great as parking in both locations can be difficult and both are very walkable once you are there. Would make going for dinner/drinks safer too. Marblehead would be the my next choice for an additional stop. Swampscott can be nice in a few places but doesn't have the walkability.
410	wharf, north salem, downtown beverly, marblehead. willows
411	Salem Hospital and adjacent doctors' offices, plus medical offices on Centennial Drive, Peabody; beaches (in summer): Salem Willows, Winter Island, Collins Cove, Forest River Park; Logan Airport.
413	Salem State area to downtown
414	In salem to the willows and winter island
415	Willows Train Station
416	Market basket, downtown (directly not via the train station)
417	North shore mall. Liberty Tree Mall, Boston
419	Marblehead, mall, Lynn,
420	South Salem (forest river area) to the train station would be amazing.
421	NSMC, library North Shire mall
422	No
423	Around downtown, Highland Avenue, library, Crosbys, Market Basket
424	Salem State , shopping all over Salem , PEM, restaurants
425	Market Basket, any town Marblehead Somerville Cambridge Burlington
426	Salem State, willows, winter island
427	Can't visualize switching from current practices. Not sure how it would work.
428	Market basket and Shaw's Library
429	Vinnin Square, north shore Mall, Trader Joe's, Peabody
433	Market Basket and WholeFoods - Vinnon Square stores - Salem for Hawthorn Hotel and PEM museum
434	medical and dental appointments ,shopping centers
435	crosby's or Market Basket
437	Salem State University for concerts and other programs
438	Peabody Medical Center, shopping in Peabody, Danvers, Beverly, Vet Beverly Marblehead
439	North Shore

440	Gloucester, Rockport, Marblehead, Beverly, Danvers, Swampscott, Lynn, Boston
444	Downtown
446	Would be great to see it pick up near the university and go to a variety of places - downtown, north shore mall, etc. Would also love to see a shuttle going down to Winter Island/Willows.
447	Downtown, Vincent square, north shore Mall, Salem state university,
448	Brandeis University, Boston, and the local Market Basket.
449	Downtown, grocery stores, large plazas
451	Downtown from South Campus. And I'd probably explore more of the city if it were open up to me
453	Salem State,downtown, winter island, willows,
454	Salem State, MBTA station
456	Walmart, Target, market basket , price right
457	Commuter rail station
458	Para el supermercado. De compras a Walmart. Para el Mall.
459	Wonderland Train Station
460	Highland Avenue Shops Salem Hospital Walmart Salem Willows Winter island
461	REVERE BEVERLY
463	I would use the shuttle service to get around town rather than using my car. I would also use it in combination with biking.
464	Cambridge/Somerville/Charlestown outside of city. In City destinations connect to ferry if it were more frequent/cost effective. Maybe to supplement access to Marblehead, Beverly, Lynn, Danvers, Peabody
465	Downtown/Salem Willows/good grocery store
466	Boston
467	From Gallows Hill/Boston Street to Highland Avenue (both to go to the hospital where I work and to go Target, Market Basket etc further down Highland) From Gallows Hill/Boston Street to downtown Salem
469	I might take a shuttle to the North Shore Mall or Liberty Tree, but would probably drive.
471	willows, North Shore Mall, Highland Ave (Market Basket)
472	Downtown, winter island, commuter rail, willows
473	Central Square Lynn, Vinnin Square, Market Basket mall (Highland Ave)
474	Gallows Hill to - Downtown and Pickering Wharf plus Salem Willows Market Basket Salem Trader Joe's Peabody Destinations on Boston St Medical - Salem, Peabody, Danvers and Beverly Vinvin Sq Highland Dental
476	It's a waste of taxpayers money.
479	Primarily Vinnin Square for errands/shopping
481	Vinnin Square - almost all of my regular errands are done here (Whole Foods, Marshall's, Gap, Petco) Downtown Salem Downtown Beverly Winter Island/Salem Willows Wonderland T (or at least connection to another transportation option that goes to Wonderland). I imagine Salem has a LOT of commuters who drive to the Wonderland T. I live just far enough away from the downtown Commuter Rail Station that it makes more sense to drive to Wonderland. Parking at Wonderland is the same as the commuter rail, the service is more reliable and much less expensive than the commuter rail.
483	Downtown Salem

486	Salem Neck, Salem Common, Willows, Derby Wharf, The Point, Peabody Stop and Shop, Moose Lodge
487	Market Basket (Salem or Danvers), Walden Pond, Stage Fort Park, Liberty Tree Mall (movie theater), North Shore Mall.
488	Cabot st in Beverly
489	Beaches, Essex/derby sts, commuter rail station, Cambridge, wonderland Mbta
490	My preferred stops would be: Pickering Wharf, Downtown Salem, MBTA commuter rail, Highland Ave
491	From SSU to Highland Ave w/out going all the way in to the downtown station
492	Downtown
493	Downtown, The Willows, the YMCA, up Lafayette and/or Canal
495	Primarily, I would like a shuttle that runs from Salem High School to various neighborhoods for our students to use after after-school activities. As a coach, it is heartbreaking to see so many students without rides. Many of them use the little money they have to pay for taxis or an Uber. Others walk through Salem way too late at night. I'd like to see some kind of shuttle assist these students so they can get home safely.
496	Boston; service to the MBTA station
497	Retail destinations such as the Northshore and Liberty Tree malls, Hawthorne Square and Walmart plaza on Highland Ave, and the shopping plazas along Endicott Street and Andover Street/114 in Danvers and the shopping plazas in Vinnin Square.
498	Vinin Sq, MGH Danvers, NSMC,
499	Downtown, Willows, train station, SSU, Highland Ave
500	Willows, winter island
501	downtown salem, willows, highland ave
502	salem neck, canal street, derby street/willows, jefferson
505	Willows, downtown Marblehead and Beverly.
506	If it was available frequently I would take it as much as I could. I often walk places and uber home, a salem shuttle would be perfect
507	Resturants in other parts of city and neighbiring towns
508	Peabody, Beverly
509	Between South Salem and downtown Salem, mostly. It would be wonderful if there were more transportation options between Salem and Boston, even Salem to the Wonderland T.
511	None
512	I'd take it to Highland ave or Vinin Sq.
513	Airport miracle train station
514	work, in the downtown Salem area
515	South salem to downtown salem and to downtown beverly
516	Downtown Beverly, Swampscott, Marblehead. For nightlife a shuttle from Rocks to Longboards would be nice, or even a shuttle from Downtown Salem to Downtown Beverly
517	Far from the tree Downtown beverly Downtown salem
518	Highland Ave
520	To the movies, and to the dog parks. People like me are mostly shut in do to no having a way or having very limited ways of getting to places where we can interact with others.

523	Salem State.
524	Downtown
525	From neighborhood to downtown, to Marblehead
526	The Willows, Winter Island, home from a restaurant (we loved the Pedicabs)
528	Market Basket, North Shore Mall, Liberty Tree Mall
529	Malls, Cummings center, downtown Salem, mcgrath Park/sports fields
530	A three-pointed local transit system offering frequent service from downtown Beverly in the North, through Salem, then South through Salem State to Vinin Square on one leg, and through Peabody Square to 128/North Shore Mall would unlock tremendous potential for intra-city connections for work, shopping, and recreation. That these corridors significantly overlap with existing and historical transit alignments hilights the inadequacy of services provided by the MBTA, and the need for local initiative to drive transit planning. That same existing and historical infrastructure - unused capacity on the commuter rail right of way, and the largely inactive rail line from Salem through Peabody Square - offer potential for transit routes that bypass difficult spots for personal automotive traffic, and that may scale up from shuttle to bus to rail to meet demand.
531	Downtown salem, malls
532	To the malls
533	Library, vinnin square, old town Marblehead, downtown beverly,
534	Downtown Salem, Salem Willows, Pickering Wharf, and Salem State are on the top of my list
535	Downtown Beverly (Anchor or Barrel House) Peabody Square (Brodie's)
536	Hawthorne Square and to Central Square Lynn or anywhere closer to Boston
537	Lynn Way, Lynn, Boston
538	Whole foods, Trader Joe's, North Shore Physicians group on highland, movie theater at liberty tree, Salem Willows, Highland ave shopping plaza.
539	Specialty stores (Christmas Tree Shop)
540	Downtown Beverly, Cummings Center, North Beverly
541	Peabody, Danvers
542	Salem Willows, Lynn/Nahant Beach, Dane St. Beach Beverly, Marblehead Devereux Beach, Walmart + Market Basket on Highland, North Shore Medical Center.
544	Vinnin Square and Downtown Marblehead
546	Life Bridge - thrift, Walmart, Market Basket, Salem Willows, Salem Public Library, Dept. of Transportation Association.
548	The Malls, Doctors, Food Shopping
549	No.
550	MBTA Peabody to rt. 114 Danvers.
551	Faneuil Hall, Downtown crossing, medical centers.
552	Errands, medical appointments, shopping, library, Salem Willows, Winter Island, book store, downtown.
553	Boston
554	Downtown, Willows, The Point
555	A bus that goes up Tremont street and up route 114 through Peabody, past the malls.
556	Rockport

558	The malls (North Shore, Liberty Tree, Square One), Vinnin Square
559	The point to Highland Ave (Medical and Shopping area). The point to North Street (area around cemetery).
560	The malls, bowling alleys, movie theaters, laser quest.
561	The malls, bowling alleys, laser quest, chuck-e-cheese, movie theaters.
562	Liberty Tree Mall, Northshore Mall, Cummings center.
564	Maybe Marblehead. Lynn & Beverley for YMCA activities and other recreational services.
565	Rockport. Gloucester.
566	local pharmacy, Peabody senior center, Beverly senior center.
569	Peabody, Danvers
572	North Shore Shopping Center. Liberty Tree Mall.
573	North Shore mall. Liberty Tree mall.
575	Boston Museum
577	Staples
580	Danvers
582	Vinnin square
583	Liberty Tree mall, North Shore mall, Lahey Clinic
584	Peabody, Danvers, Beverly Senior Centers.
586	Salem Willows, North Shore Mall, Liberty Tree Mall, Square One Mall, North Shore Medical Center, Winter Island, Devexue Beach, Kelly's in Revere or Saugus.
588	North Shore Mall, Liberty Tree Mall
589	Other senior centers outside of Salem.
590	Between Salem State locations and Downtown
593	North Shore + Liberty Malls. Lynnfield marketplace - Marblehead.
594	Food stores, Retail, mall

(457 total)

Are there any issues we should address and consider as we conduct the shuttle feasibility study?

(271 total)

#	Responses
1	Hours of operation, cost, options for payment, disabled folks, map
2	Handicap access Pets allowed
3	Affordability...reliable timely service...ability to get on/off anywhere along route or sufficient stops to limit amount of walking needed
4	Frequency of shuttle service and number of days it is being offered. A place to store a bike and/or wheelchair. Shuttles that "dip" so the first step is not so high for seniors who have trouble lifting their legs.
5	Where parking / driving is difficult it would be easier to use a shuttle instead of Uber which gets expensive.
8	density of population, cost, scheduling including weekends and late night
9	Reliability
12	cost, timeliness
14	Ensure that the shuttle runs at times that make sense, not random, ad-hoc schedules like the 451 bus.
15	I know Salem wants to be age friendly but it isn't. My husband and I have a very hard time getting around. Uber is expensive and we are often at home for extended periods due to limited funds and equally limited transportation options. Seniors give a lot to the city but we don't necessarily get a lot back. If you're a smidge over poverty levels, It's very hard to get help and resources.Give us affordable transportation without unreasonable financial criteria.it would help a lot.
20	The priority of reducing car traffic and enhancing tourist convenience.
21	Locations where the shuttle picks up participants...also snowy and icy weather.
26	Medical apts. are not always available on the days you go there or the times. You need to also consider the difficulty of getting to and from a Surgical Day Care center when a senior has no one to drive them or pick them up when ready for discharge. A major issue.
27	Congestion is already high and I would suspect there would never be a reliable schedule during October.
30	Easy access to vehicle and wheelchair accessible
31	I don't think tax dollars should go towards this service.
32	Senior citizens concerns
33	Please get email newsletter out for the relevant age groups. I don't need these services now but have not been sent anything since moving back here 2 yrs ago.
34	South Salem station would be great but I would still need transportation to it or would drive and need parking.
35	Disability accessible, trained staff in CPR
36	Where would the shuttle pick me up? Could it be close to my home?
40	Scheduling. Fares \$\$\$. Handicapped access. Routing.
41	Have service on weekdays and weekends that is reasonably reliable and reasonably frequent.
42	Timing, routes, convenient pick up locations

45	Make it safe for teens
47	Liberty Tree Mall.....doesnt have to be a shuttle just get a bus from North Salem to go that route via North Street. NOw I think you can get there from the train depot but you have to go to Lynn first
49	Difficult to go grocery shopping without a car
50	Well marked stops that do not impact traffic flow when the shuttle stops. Benches at stops for people to sit while waiting.
51	to add in availability and flexibility on Election Days to be able to get a ride to the polls
52	Reliability and the opportunity for smaller "busses" to sometimes circumvent highest trafficked roads, while still getting me close to where I am going. A short ride is always appreciated and rewarded.
54	Could consider 2 routes - 1 for intra-city and 1 for destinations outside of Salem? Would like to see consolidation of existing services if feasible: SSU shuttle, trolley, MBTA bus, COA van. This could drive higher ridership?
56	Commuting vs personal travel have very different needs but are both very important. Services should run often enough to actually provide value. Otherwise people will continue to just use cars. Frequent availability to blue line would be awesome.
58	Pedestrian access to/from the shuttle stops - crosswalks and sidewalk ramps
60	Probable usage, hours most needed
61	Use small vehicles until you build up riders. I hate to see the empty large MBTA busses.
70	Location is important but so is availability of a shuttle. It needs to run when people will use it. For me that is on weekends into the evening and during at least rush hours.
75	What the cost would be (if any) for salem residents.
80	Cost, efficiency, cleanliness, environmentally friendly, ability to bring a bike along, handicap access, nice friendly drivers
81	It is essential to view this decision through a racial equity lens
85	If the shuttle isn't frequent enough I won't use it. I would rather walk 15 minutes than wait 15 minutes for a shuttle to pick me up. I would love some sort of service that just looped Lafayette st and canal st. It doesn't need to fight the traffic all the way to the train depot.
91	hours of service. weekend nights would be good. Insanity that is October in Salem-- and a resident wants to go to any of the places in #16.
95	Frequency and timing Potential enticement for car owners
96	1. Accessibility. This includes waiting areas -- sheltered benches. Look at sidewalks used to get to access points. Not much help to have accessible busses without a way to get to them. 2. Cost. Tickets or tokens on a sliding scale? Is this a resident only thing, or will it get overwhelmed in tourist season? Access to tickets.-- I don't use the trolly because I have to go downtown to get a ticket! Not helpful, when I could pick it up on Chestnut Street to go downtown if I could just show my license as a resident.
97	It would be great if it was dog friendly. Cost would be a factor.
105	What is the incentive to take the shuttle? This should be a problem solver and people should not have to plan their whole life around a shuttle like they do now with the 2 or 3 bus routes ans commuter rail.
110	Consideration of use for SPS as well.
112	powerchair and rolator accessible
114	balancing the needs of both tourists and residents
115	Frequency of service Should include night service weekend schedule Cost of service-if not free can we use a Charlie card or something similar. Even if the fare is 25c often don't have change
117	Frequency, accessibility to seniors and disabled.

121	Yes. Ease of use, frequency, and consistency of service are key. As is advertising. For example, the Trolley is an AWESOME resource for residents and my family would use it all the time, and we feel the same about the Salem Harbor Shuttle (the boat taxi). However, for the trolley, it's literally IMPOSSIBLE to utilize because we have to get to the Trolley Ticket office to pick up a free ticket, then can only use it that same day;; you should be able to jump on anytime and show ID on board. Regarding the Salem Harbor Shuttle, what tremendous potential! But no one knows about it, there no advertising, and the schedule is just whack! Research those (and others that exist) and find the root causes of why Salem residents rarely use them and then solve those in planning the shuttle otherwise I guarantee it will fail before it even had time to get established. Residents CRAVE shuttle-type services to get around Salem but no one listens to the customers needs. Hopefully you will!
122	Not that I can think of.
123	Keep in mind accessibility for the elderly and people with disabilities. Accessing some of the more preserved areas in Salem can be very difficult, sometimes impossible, for persons with limited mobility.
126	cost and payment types accepted
127	small fee versus none, subsidized for low income, disabled, seniors
128	Salem is a city that has almost everything a locavore like me needs, except for a city-wide shuttle. I believe a city shuttle will encourage more people to support Salem businesses.
129	We will need to have a marketing plan and make sure people know when and what the shuttle offerings are. It will need to be comfortable.
131	Times shuttle would be available. Day and night
132	I do not believe this will ever work
133	neighborhoods on the outskirts would never be accommodated...City peeps would expect service frequently
135	Allowing for poor populations to access transportation
138	Make sure the stops are cleared of snow in winter. It is very dangerous scaling snowbanks to get onto a bus. Our population is increasingly elderly and increasingly pedestrian. Clear sidewalks are a serious public health concern.
139	Please make them as user friendly and eco-friendly as possible!
140	I think teenagers should be encouraged to ride. The connection from the drop off, is the sidewalk good, crosswalk, et.c
142	Current bus departures at train do not line up with train arrivals. More people could use public transportation if they matched
144	Heat inside the waiting area at the Salem Commuter Rail Station would be very welcome.
147	frequency of service
149	Traffic in downtown Salem and along Rte 114 may affect shuttle frequency
150	Not sure yet. Just make sure it's fuel efficient and can pay for itself over time.
152	Price! For example, I am upper middle-class, and I find it difficult to pay for the train to Boston and the ferry (though I do it). I can't even imagine what working class people, poor people, and students do. It would be amazing if there was a truly low-cost shuttle. The City of Savannah, Georgia, has a free downtown shuttle that goes in a loop--I have used it and you see all kinds of people on it, which is really cool. The shuttle is well-maintained, clean, and simple to understand. I suggest that you look into that model, since Savannah is similar to Salem in that it is a city with a major tourist trade based upon history, architecture, and ghosts! Just like us!
154	Have it run later for people leaving bars, have it run every half an hour
156	Women's safety and better streetlights. I'd walk from SSU, but at night, no route is safe, well lit.
157	Direct trips to locations like the airport. Not as many stops as the MBTA bus.
160	Cost will be an important part of how often some people will use a shuttle as well as where stops are located (obviously).
165	Added Noise, pollution, congestion

166	Cost and frequency of trips.
175	Parking and accessibility.
177	Multiple pick up and drop off areas
182	Price! It's far less expensive to take my family somewhere in the car than to pay for all of us to take public transit which is why I rarely use it. If it's cheap I would absolutely use it. (Which is why I'm going to answer no to the commuter rail question, because I can't afford the commuter rail but I wish I could)
186	cost
188	Try to make the stops on streets that would back up traffic for too long.
190	It should coordinate with the MBTA system in terms of schedule and fares if possible. It should not be marketed for a particular demographic but to everyone (even those who have access to a personal car).
192	Connecting all neighborhoods Partnering with SSU and Trolley ownership Consider using out of use trolleys or senior shuttles to start, to gauge interest and save upfront costs
194	Consistent schedules
199	I think frequency and directness are important. I used to take the MBTA bus to work in Danvers and it took much longer to get there than if I drove, because it was a roundabout route. It also didn't run very often. Those were both things that make it inconvenient to take a bus. I walk a lot and that's why I love Salem. I can get around on foot to many places. I would take a shuttle to get to those places that are either a little to far to walk or aren't pedestrian friendly.
203	The focus should be on giving residents another option to car ownership. Taxes and car share may actually have solved a long standing problem. May not be cost effective for everyone. May be cheaper to offer vouchers or have the City contract with services than running bus services, but this doesn't really get cars off the road. There used to be an intra-city "inner loop" bus service. Old routes should be reviewed. I have long thought Salem needed a mini-bus system modeled on Cape Anne Bus service. Their equipment appears to be about the right size. Our current Snr. Mini vans are probably too small. It should be focussed on getting people around Salem to shopping/restaurants up on Highland Ave, in Vinnin Sq. and along Canal St. A series of loops that intersected at 2 locations-the existing MBTA stop or Riley Plaza. Running it around business hours with frequency to match demand makes sense. A loop that ran continuously from Train to Riley Plaza, up Essex to Highland (with various stops) and ran THRU the shopping centers (paid in part by stores via advertising or fees to stop.), down Swampscott Road to Vinnin Square(same THRU shopping centers, etc.) then up past college parking lots up Canal or loops past college and up Lafayette. Other loops can be designed. App to track or order needed. I can see loops thru North Salem to Cemetery, Bates, down North St. to Mason, to Leggs Hill across to Stop & Shop down Boston to Senior Center. Also need a well designed downtown loop that may link seasonally (?) to the Willows/Winter Island. These are just a couple of examples. We have redundant capital equipment often left idle, e.g. Senior Center buses do not operate past ? time in evening and lay idle all weekend. School buses also lie idle most of the time. All equipment currently operated by the city-school buses, senior center vans, trolleys (?) should be analyzed for occupancy, usage and cost--to determine average cost per passenger mile, accounting for all costs--fuel, labor, equipment, insurance, maintenance, etc. Bussing children is very expensive. Neighborhood schools can work and be balanced in terms of demographics by well designed bus routes. Suspect this will require excellent data and coordination with the schools. Similar data for SSU. There is probably an App already in existence that can help track time of estimated arrival. BART in San Francisco has one. Seniors may need a telephone service. The idea is to keep people's time waiting for a bus to a minimum. The routes should be run in opposite directions like a train line to minimize wait times. As they are loops you can decide which way to take the bus o minimize drive time. This allows system to maximize capacity. One crazy idea. Track ridership. If you ride more than X times per month you start getting reimbursed, i.e. paid to ride when you maximize use. This means that user costs decline at a graduated rate by frequency of use. You get reimbursed/paid to ride. That can be a great promo-story. It would make this system very innovative. It is a bit like the T-monthly rates without having to lock up a large amount.
204	the times of the shuttle would need to be reasonably frequent
205	Cost should be minimal, but a small fee is reasonable.
207	Frequency of service, especially on weekends.

208	Working parents need options at night
209	I think you need to convince the Business community and especially the restaurant industry how invaluable this could be to them. For example, no need for designated driver in the evening if a shuttle service is available to take you to and from the restaurant.
210	Low cost Fare cards (like a Charlie card)
212	Frequent and accessible stops.
213	Clean, non smoking
214	Safety, Price, Visibility, Consistent and Frequent scheduling/stops
216	Late nights and weekends are tough times to find suitable transportation.
218	Cost to use, and the impact on traffic and parking
219	Cost to residents especially seniors
221	Nope.
223	Don't do it, waste of money.
225	Frequent dependable service will do a lot!
227	This should be set up like the one in Rockport - large parking lot, cheap price. Get on the shuttle, get dropped off. Get back on the shuttle and get dropped off at the parking lot.
230	Later evening service, frequency, route logistics, timing with peak driving times
241	I use the ride, and those minivans/shuttles are disgusting. The taxis in Salem are notoriously gross, which is why we all switched to Uber so readily. I can't imagine a shuttle being clean and well maintained.
245	— — — — —
246	I realize this is both vague and obvious, but one of the reasons people would rather take their own car some place versus a shuttle is because they want to be able to come and go as they please. I think frequency of the shuttle is going to be a big consideration for someone to use, or not use, it. Additionally, and I realize this is quite silly, if you want more people to be more inclined to use the shuttle, I would recommend making the shuttle less of a "big van" or MBTA-type bus, and more of an aesthetic trolley type.
247	How often it runs and the location of the pick-up and drop off.
249	Handicap accessibility of routes and services should be a PRIMARY consideration in this study.
250	buses do not run to peabody-danvers on sundays.
251	I would like to see a shuttle that made the high tourist times easier for parking. This would allow support for our businesses. Perhaps there could be satellite parking at schools, having tourists shuttled to the downtown for restaurants and shopping.
252	If it must be convenient and reliable and run frequently.
254	Accessibility
255	Timing and frequency. If people have to wait too long or stress too much about using the service, then it will go unused. Also, will pick up/drop off locations be safe.
258	Strollers
259	Cost to the city and tax base
266	WOULD BE NICE TO ACCESS ALL AREAS OF THE CITY

267	We're a low lying city likely to be heavily affected by climate change. We need to reduce our carbon footprint as much as possible, whether that means car-free areas, electric busses, or bigger bike lanes.
268	Acessibility.
272	No
279	Don't add stops on Bridge or Derby Streets. Traffic is bad enough already.
280	Accessibility
284	Handicapped access to vehicles. Multi-language schedules. Consistency of schedules.
288	I'm not knowledgeable enough about the subject
289	Availability
292	1. Have space for bikes if possible. 2. Definitely include winter island & the willows- you can only get there by car or bike & it would also reduce parking issues. 3. Kids under a certain age (12?) should be free 4. Residents ride for free. Visitors pay a small fee (daily or weekly rate) for a pass. 5. Include the following drop off/pick up sites: Essex st downtown (by Common/Hawthorne intersection), commuter rail, ferry, Washington st. by Gulu Gulu, Crosby's market, Forest River Park, Shetland Park, Derby st. (by the wharf & shops), Lynch YMCA, Vinnin Square, Bridge st. by Coffee time, Beverly (near Cabot st stores & restaurants), Beverly train station (on Rantoul st.), Stop &Shop/Cummings Center Beverly, Lynch Park in Beverly. 6. Have a couple express shuttles (one to North shore mall, one to Vinnin Square)
293	Travel during snow emergency.
299	I think it would be great if there was shuttle service available through out the city.
301	During a snowstorm, when mandatory off-street parking is in effect, a shuttle bus from the parking garages to transport people—especially the ELDERLY citizens—back to their homes.
302	clear communication with maps, schedules; cleanliness of shuttles
303	I'd be concerned about shuttle stops and maintaining accessibility for pedestrians and riders on the typically narrow sidewalks in Salem
306	Will this provide benefits to Salem residents or will it be just another traffic disruption with frequent stops and sightseeing etc. ?Will there be a cost and why should we bear it?
309	reliable schedule
313	Shuttle stops should not eliminate existing parking. Use existing MBTA stops or existing no parking areas.
316	Cost Schedules
317	Additional transportation options is very much needed in Salem, it would be wonderful.
320	Salem State students contribute to the parking problems for full time residents. Landlords need to provide parking or there needs to be better shuttle services.
321	Unknown
322	Many seniors do not have a car and could really use a shuttle service. The Senior Van is great but limited.
324	Downtown Sale
325	Students
326	Thank you for doing this! I might take other shuttle routes if they were available. Mostly I go back and forth between SSU/Forest River Park area and Downtown.
328	Apologies - I didn't know where to write this - but question 18 is definitely of interest. My partner and I would very much like to see a 2nd commuter rail station + connection to Jefferson - even if it is very bare-bones.

330	non smoking optiona
334	Accuracy/predictability of schedule. Duplication of MBTA bus service - I would appreciate communication that shows how this and other services combined provide options for traveling without driving.
336	Traffic and environmental impact. Background checks for drivers, passenger safety and security.
337	Right now the Trolley could serve some of the services but they make it complicated (and uncomfortable) by making you fill in paper work for each ride. I feel uncomfortable doing it more than once a year. They should allow us to show ID and board.
338	Can't think of any
340	Run the shuttle in all Salem neighborhoods & run them frequently.
341	Different pick up locations than mbta bus to give people more options
343	Congestion, school traffic frequency. Don't stop service near SSU in the summer. Look into dedicated or priority bus lanes.
346	Please consider stops in areas that locals frequent, but are either too far for many to walk to, but are often hard to find car parking for, especially the public library, downtown, waterfront, etc.
347	If it isn't going to be frequent or timely, the shuttle should not be instituted. The Ogunquit Trolley comes to mind; you don't have to wait half an hour for a trolley.
348	Handicapped access, linguistic access, economic access
349	Bus stops - clean, lit, safe, heated? Cost.
351	Folks that are working will likely have different needs from those that are retired. For instance once I retire, I would consider giving up my vehicle if there was a shuttle to take me where I need to go. Perhaps the cost could be a sliding scale based on income.
353	Frequency of shuttle
355	more details on what this service would entail. Pricing? Salem only locations or are the malls in Danvers and Peabody locations that will be available too? How many shuttles and what the prospective average wait time could be?
357	I would like more options especially around October to help get residents around. Whatever is offered it has to run frequently enough and convenient stops to make a service that will be used. In general I find it unacceptable to have any public transportation that have only one or two people on it.
360	Operating Hours and frequency. MBTA bus schedules on the weekends are not very convenient. They either don't run the route on weekends (459) or the frequency of buses turns a quick errand into a 4-hour ordeal.
361	frequency of stops and number of stops - people are more likely to use a shuttle if it is more convenient
362	Accommodations for those of us with disabilities, mobility issues
363	Aesthetics, type of fuel used. No gas consumption, low carbon footprint
365	Having bike racks. including art into the inside or outside of the shuttle / making it visually appealing and engaging. Having the shuttle run on alternative energy - electric or hydrogen, not natural gas. If a shuttle is to be successful, it has to address multiple community issues, not just transportation.
368	Ferry to cape cod, ferry to gloucester
371	People going downtown might use a shuttle to avoid using a half tank of gas to find parking. It's horrendous, and will only get worse given residential developments in the pipeline. So there's that. However - gridlock is so bad there, some avoid downtown altogether as best they can. You might consider trying to use routes outside of that fluster from Hawthorne Blvd to North St, from Bridge to Canal, incorporating at least one more "express" route. Probably impossible, just a thought. Also, those of us who avoid downtown altogether b/c of gridlock will probably start avoiding Canal (Lafayette's already gridlocked half the time, too) for the same reason b/c of the reconfiguration of the lights at Mill Hill. Who DOES these things??? We may be quitting Highland, too, those of us on the other side of downtown, as things get worse there. The point is - yay, shuttle, but who wants to sit on it in traffic? May as well drive! Keep Danvers (and Beverly) green! \$\$\$

372	I think certain shuttles should make stops at say Essex st. Somewhere between Webb st. And Hawthorne Blvd.
374	This should be part of a comprehensive transit/traffic improvement effort that addresses such issues as the number of cars associated with SSU (WAY TOO MANY!), lack of coordination among many simultaneous infrastructure projects, underutilized roads (Jefferson Ave., Harmony Grove Rd.) and proper balance between autos and pedestrians (are all TWELVE crossings on Washington St. really necessary?)
375	People need to be able to take carts to carry their groceries.
376	Shuttle should be reasonably priced. Salem Ferry is cost prohibited to most people as it's mainly geared towards tourist as opposed to citizens.
379	Cost. Frequency.
380	Extend MBTA Blue line closer to Salem. Whenever we go into Boston we drive to Wonderland and take blue line in. Commuter rail and the Ferry do not run often enough. I drive 1A south to work every day and most of that traffic is people driving to Wonderland.
381	No food should be allowed (like Washington DC Metro). Drinks in non-spillable containers only (and the shuttle could SELL these with a cute logo!! maybe even give them out on opening day). Pet friendly for leashed and well behaved dogs and pets in carriers. Get rid of parking along main roads and have that lane give priority to the shuttle and buses. Not too many stops or have an A and B labeled shuttle each stopping at every other stop to speed things up.
383	Proper distribution of the survey, no one knows about it. There are ~43,000 in the city. How many know about the survey??
384	The bike paths as currently painted/designed are exceedingly dangerous. They are terrible accidents waiting to happen. The victims will be bicyclists to the greatest extent, but the automobile driver will suffer mightily for a very long time as well.
387	Consider the ADA for disabled people
389	how will residents who live in downtown area commute to new senior center?
392	Handicapped services for the shuttle
394	Handicap Accessibility
395	handicapped accessibility to the vehicle(s), visible crosswalks and effective lights to the places the shuttle stops
397	Putting stops in places with shelter from the weather.
398	Are children allowed on there unsupervised?
399	Months other than October! Would like to use our own city more on weekends but the parking situation is a total turn off. Example - Where do you park to go to the library - you cant, so you dont go.
403	convenience
405	Regular schedule
406	Commuter Rail schedule
408	Losing parking spots to shuttle stops.
410	it should run on the weekends without limited service. It should run in the evening, it should be affordable.
412	Wheelchair accessibility
413	Parking for those who wish to take the shuttle to another location
414	Traffic and oarking at places like school
419	Yes, frequentcy, cost, time, flexibility
421	Should run frequently, clearly marked routes and schedule
422	Added traffic (picking up/dropping off).



423	I drive now but will soon reach the age where I need to rely more and more on shuttle service for local errands - shopping, banking, library, medical appointments on Highland Avenue and perhaps Mass General outpatient on Endicott Street in Danvers.
426	Low cost
427	Ease of access, frequency of service, ease of carrying bundles and loading granny-cart, exposure to weather while waiting for service.
429	Have stops at enough locations near elderly housing.
432	Please keep a reasonable continual schedule -- at least during the day -- so the shuttle is convenient to those who want to use it.
434	cost and frequency of service,convenience
437	Availablity of evening hours - I can not drive at night
438	Ease of entry of vehicle, low cost convenient schedules accomodations for elders, disabled, etc.
439	Access to shuttle. Age. Sex. Disabilities
440	That round-trip service be available for mornings, afternoons and evenings. Reasonable fares. Discount for senior citizens. How many stops per ride and who decides where the stops will be, especially in Salem. Would there still be a necessity for the big, gas-consuming buses that now transport people on the North Shore if the shuttle extended to surrounding communities and Boston.
446	Please make sure it's handicap accessible.
449	Worried about individuals under the influence
452	Make all the shuttles handicap accessible. Especially for people in wheelchairs.
454	Run all hours, not just rush hours. This is especially important to students with not traditional schedules
456	Fees low or some sort of SSU student discount/pass
457	Frequency of service, and timing with commuter rail train
458	la transportacion debe ser a bajo costo y constante y responsable/fiable.
460	safety of the passengers Cost reasonable Frequency
463	I would make sure that whatever buses you use for the feasibility study are clean, new, and well branded. They're a stigma for using buses as mass transit that deters people from utilizing bus service.
465	South Salem is hard to access since it's over an hour walk to the train station
466	No increase to property tax
469	Making it fun. The Salem Ferry is fun. You can have a cocktail and gaze at the water. How is taking a shuttle fun?
470	The cost. while this is great in theory, any extra money needs to go to fixing our water pipes. We have breaks almost weekly, and being without water is more vital to living then a shuttle . We should be encouraging walking, biking and car pooling, not paying for a shuttle.
471	early evening service, up to 8pm at least.
474	Safety on Salem's Streets. Try walking down Pope or Proctor to Boston St and on Boston St. Traffic lights are missing in key crossing areas. Sidewalks just end. It's very dangerous.
476	Liability. Dependability. The city should not be in the transportation business. Stop trying to go in a million directions. Start doing something really well like keeping the streets clean and the huge homeless teen population.
480	Please don't duplicate service (i.e. reinvent the wheel). We definitely need more transport options, but we don't need more of what we already have.
487	As a Salem resident, I didn't know the Trolley was free. If I'd known, I would have used it much more often.

490	Bridge St to the commuter rail feels very congested during busy times, as there are numerous lights. I would hate to add to the congestion with another shuttle or bus.
493	Make sure seats are comfortable for larger people and disabled; ensure disabled can get on and off transportation
497	Any kind of shuttle/trolley/streetcar/light rail system that is designed to be a private vehicle alternative in regards to food and retail shopping, needs to take into account that there needs to be adequate space for not only people but their grocery and shopping bags, packages, and folding shopping carts.
498	Cost, scheduling - it should work with work schedules.
501	convenient pick up and drop off spots, times available.
505	Share shuttle costs with neighboring towns and/or businesses benefiting from foot traffic.
506	Cost. We don't have many perks from businesses etc from Salem, the PEM and the witch museum seem to really be it. I'd love more recognition and convenience for us during busy times in the city
507	End time!
508	price. Will it accept the MBTS disability pass? What hours are they in Service? Beverly's shuttle bus is a joke. It runs once an hour until 5:00 pm and takes an hour off for lunch
510	Affordability and schedule
511	I wouldn't use it. Please fix the intersection of First St and Swampscott road. WAY more important than this shuttle thing or putting bike paths in the middle of the street (in front of Howling Wolf). Sometimes (often) I wonder about the priorities of this city.
512	Unless service will be better than the T which already services most of the city I don't see why it's worth investing in.
516	Going out late in downtown Salem and being able to take the shuttle home instead of driving.
517	Homeless and drug addicts will hang out and harass people at bus stops
520	They should be animal friendly.
524	Shuttle would be more convenient than parking in downtown
525	Cost
526	Kids and how old they must be to use the shuttle unsupervised.
527	See how Salem State can get on board. Students do not access downtown enough.
528	I think you should provide a delivery service for Hobbs and Chop Suey sandwiches around the city.
530	Frequent (5-10 minute interval) all day service will be critical for making new transit useful for residents who need it most. Students, seniors, retail, restaurant, and shift workers are inadequately served by the current commuter rush hour and use-specific (tourist trolley, Salem State van, senior shuttle) options. Inclusive, reliable local transit would get cars off the roads and people into local businesses.
534	Times shuttle is available, people who may have packages with them, and perhaps whether the shuttle would do one large loop or if there would be different shuttle for different areas of town which all connected
535	How are you going to monitor drunks and beggars? Most adults cringe at the nips all over town, if that becomes the norm it will curb use.
536	Accessibility and schedules
537	Frequency
538	Keep in mind not everyone has a smartphone. Need service that does require using an app.
539	Could you please consider Boston Street area?

540	Bring back plastic bags in Salem.
541	Check with the National Park Service. They ran a free shuttle in the 1990's for a few years.
542	Fair Pricing
543	Age, finances, everyone knows Salem is not a "poor city" + doesn't do enough for various younger/older people - late 50's to mid 60's.
545	Extending transportation hours would make biggest difference to me - earlier/later/more frequent.
546	Seniors need transportation at a reasonable fee or donation.
549	Make sure that it's frequent.
550	local CATA needed.
551	seniors + student discounts
552	Some people have handicaps - walking for distance is difficult as is riding a bicycle.
553	Cost and Parking
554	Access for slow movers on + off.
555	Reliability and cost. Both issues with the MBTA in recent years.
558	Repair the streets and sidewalks
560	Fix the streets and sidewalks
561	Fix the sidewalks and pot holes, better street signs, more bus stops, more walking/bike trails.
562	I think the shuttle would benefit the community in terms of job placement. May also keep young kids and teenagers active.
564	If it is possible for former Salem residents to be able to get a ride to our senior center to attend for exercises and other activities we have.
566	Prescription pick-up at pharmacy while shuttle waits. Seniors like to socialize with other COAs at special events.
572	Multiple times to same destination.
588	Will it run late night
593	frequency + cost
594	How does it fit in the larger ecological system of the city? Does it tie in with pedestrian access, shopping, etc.

(271 total)

If a new commuter rail station was added in South Salem (near Canal Street and Ocean Avenue with a pedestrian connection to Jefferson Avenue), would you use it?

		Response percent	Response total
Yes		51.19%	<u>280</u>
No		48.81%	<u>267</u>

Statistics based on **547** respondents;

If you use transportation services other than a car, please tell us about why you have made that choice.

(301 total)

#	Responses
2	parking issues traffic weather issues
4	I walk to almost everywhere in downtown Salem because it's good exercise. I would use a shuttle rather than my car to go up on Highland Avenue.
5	Traffic, easier to take the commuter rail or Uber, don't have to spend time or money on parking.
7	I am retired, moved here from Pennsylvania 3 years ago, find local driving habits too aggressive for my comfort, so take public transportation when I can in large part because I have the extra time available. Could not do that if I were working.
8	commuter and other rail, some busses ...ease of use and cost
9	Walking is good exercise
10	Lyft. Cheap, timely and convenient
11	Availability
13	Bus- affordable to airport or Boston
15	My husband and I can't drive for medical reasons.
20	Train to Boston - faster and cheaper when considering parking. Generally non-car use either limo, train, or Uber for airport transportation and occasionally for evening social activities.
23	I do not own a car; I can use my son in-law's car sometimes.
26	Legally blind-low vision had to give up my license
27	We only have one car because parking is frustrating, horrendous and ridiculous (especially during summer and October). There are more garage passes given out at garages than there are spots making it extremely hard on residents. So when we need a second car I either use Uber/Lyft for one off trips or Zipcar for multiple destinations in a short time. I use these because of the convenience.
28	Environmental
29	I don't have, and can't afford, a private car. If that qualifies as a choice, I guess financial reasons?
30	Don't like driving at night or to the airport.
31	No traffic. Better for environment. too stressful to drive.
32	I didn't have a choice. I have a disability.
35	Cost
37	I am legally blind and can't drive
39	So I won't have to worry about parking. Better for the environment!
41	I don't own a car, can't drive anymore.
42	I occasionally use the Commuter Rail for travel to Boston when it is more convenient than driving in (i.e. if I am meeting someone that also has a car in town, or for meetings for work when I don't want to pay for parking).
44	Reduce cost, and reduce energy footprint.

47	I don't drive
48	I prefer to take the train to Boston and would love to take the ferry if it ran during the year.
49	Cannot afford a car with high taxes, insurance and living expenses.
52	Convenience. Less stress.
53	I haven't gotten the courage to use the public transportation system yet. If I need to go to work in October, or into Boston, I use Lyft because it's more convenient, cheaper, and less scary than driving myself.
55	Biking (from South Salem to downtown) is cheapest and quickest!
56	I love to use public transit whenever feasible. Unfortunately it just doesn't run frequently enough to provide any value to me currently.
58	I prefer to walk whenever possible. I commute to Boston for work and the commuter rail is far faster and more convenient, and cheaper due to company subsidy for the train pass.
61	I use the train or ferry to get to Boston because the schedules are convenient and I don't like to drive on congested streets.
66	Too far to drive, can't drive after dark
69	Commuter rail is the only feasible option to get to Boston but it's so expensive
70	Convenience and cost to use the train is much less than extra insurance, gas and parking to drive to Boston daily. Uber is the next choice for evenings out so no one has to drive.
71	I try to walk everywhere possible as traffic and parking can be an issue and I just prefer to be more active.
72	Avoiding traffic/parking hassles, lowering carbon footprint
76	Scooter....fuel economy, parking
77	Use Zipcar sometimes but infrequently- we only have one car and sometimes it's in use by one of us and the other person needs to get a car for a block of hours to get to/from school evening events or other city events that aren't downtown. Sometimes use Lyft or taxi when that makes more sense. Usually traveling with a kid, so the Zagster bikes aren't often an option, though I love that they exist.
80	Like the convenience of the train
81	Cost, ease of use, parking not required
82	Inclement weather, traffic, parking prices
86	I'm not lazy
90	Don't have access to a car
91	Train to Boston- but it is inconvenient, parking, etc.-- for recreation.
97	I use public transport when possible, but I tend to drive to Wonderland since the commuter rail is so costly. I would rather not drive since my work involves driving and I believe it is bad for the environment. Mostly I walk.
102	I walk into downtown a lot because of parking difficulties, but this then limits what I shop for as I have to carry it back out of town. I use the rail service to reach other cities frequently.
105	I use Uber a lot for work travel mainly to and from the airport because it is generally comparable or less expensive than a cab and usually more comfortable
106	I walk or ride my bike, because I am physically still able to do so. Also, parking is difficult to find downtown.
110	I moved here because it looked like an urban walkable city and I wanted that lifestyle.
111	Love riding my bike and walking to downtown restaurants, etc. we're lucky, living near Salem State

112	the ride in expensive and can accommodate my disability the car I can borrow not able to equipment often
113	Based on my location (Buffum St) I like to walk downtown except in the winter
114	I don't drive. My husband drives, but he is out of town a lot of business and so I rarely have access to a personal car. I have always lived around the Boston area and hated driving so I have never gotten a license. I walk a lot and use public transportation, and use Uber if needed
115	Driving conditions (road) Do not drive at night which limits activities I can attend
117	Lack of convenient parking, cost of parking it
118	Train to Boston to avoid driving & parking. But this fails me if I want to go in the evening on on weekend (lack of frequency) Ferry to Boston to go directly to wharf are to avoid driving/parking and to enjoy the ride.
119	Going into Boston I like the convenience of the Ferry and the Train . I would like to see it more affordable or seniors .
120	I live and work downtown so I walk for most things.
121	Vanpool for commuting to work... saves movey, stress, mileage of personal car, and reliable schedule To get around some of Salem, we use the Salem Harbor Shuttle when it works for us (again schedule is crazy). We live in the Point and love it for trips to Winter Island, the Landing (Ferry), and Pickering wharf. Its cheap, enjoyable, easy to use, and when it matches the time we need, its convenient.
122	I use the MBTA commuter rail to Boston. It's great, just doesn't run often enough on weekends.
123	I had a car, but I didn't use it often enough for the expense (fuel, repairs, insurance) to be worth it.
126	I own an Italian scooter, fun to ride, usually easy to park, great on gas, costs less than a car
127	Walk as usually faster than driving
128	I have no choice.
129	Walking and Biking are easy in Salem. Walking is safer and I walk more than I bike. I do use Uber on occasion when I don't feel like driving. I would love to not have to drive to pick up my teenager from Brooksby Village (where he works). I would love for my Mother to be able to take a shuttle to go up Market Basket or come downtown to meet me for lunch when I'm at work.
130	Related to the above question about a new train station as I have some knowledge. If the tracks are not already laid then you are talking 100s of million of dollars.
133	congestion at downtown and available parking....summer when college is out more access to parking and could trip to Boston via rail
136	I have been taking the commuter rail to Boston for the past 17 years. Just ended a job.
137	Bike...and walktoo much traffic and parking is horrendous in Salem.
138	We have become insensate to the awful effects of our addiction to cars. The vast acreage given over to pavement, the noise, the danger, the pollution, are all accepted and taken for granted. Salem has the opportunity to look beyond this madness. Our new residents do not want to be enslaved to cars. Please make it possible for them to create a new and better future. Begin by making it safe to be a pedestrian.
139	I walk as much as I can because it's better for the environment and it's just....kind fun! Sometimes I use uber or lyft if I'm stuck somewhere and need a ride because I don't always know how to navigate public transit and it's so easy with the app....even though it's more expensive. My personal car is still what I use 90 of the time though.
140	I like to walk and bike. Excercise. commuter rail is easier for Boston.
144	I prefer to use public transit because I do not enjoy local driving.
146	Train, but expensive and you have to transfer to subway.
149	Traffic on 114, 128, and I93
150	N/A

152	I walk all over downtown Salem when weather permits, because we do have a walkable city. I really appreciate that, and I love that we have well-maintained sidewalks, not too many bicyclists (sorry, but they are a menace in other cities), and controlled traffic. I would appreciate it if you kept walkability as a high priority as you design other systems.
154	I am disabled.
156	No license. Hard to get to Revere RMV.
157	Too much traffic. Environmental. Use the commute as a time to relax instead of driving. Too many cars with solo drivers. Paying for parking is expensive.
160	We walk from Bridge Street Neck to downtown often, and honestly could do without a car when weather is good.
162	Remove obstacle/expense of parking
164	The commuter rail is my only option to get to work. Gas and parking would cost too much traveling to Boston each day. I wouldn't even drive it to the commuter rail if there was a shuttle service for days when the weather or my health issues make walking impossible.
165	Bike for recreation and getting around. Easier than a car for short trips. Walking where I cab because I enjoy it and would rather not drive unless I have to
168	Medical appointments in Boston
170	Affordability
173	Car is not convenient because parking is often a challenge returning home to Salem
176	I use the commuter rail because it's typically easier to get to Boston and cheaper. I can't usually take the 465 bus because the schedule isn't good for me so I drive to the station especially when the weather is bad. I would prefer not to drive as much.
178	Walking is the only way to get around in Oct. but it's good all year.
179	I don't need a car and prefer not to have the expense of car ownership. I strive to use public transit, walking, and other transport instead.
180	Walk most places
182	Walking/biking is fun, cheap, my son loves it, and there's no parking necessary.
186	salem ferry it's faster than driving and easier than parking in town
188	Cost to the airport and for parking. Cost and inconvenience of parking in the city. As a family we own only one car and we have to be in different places.
189	finances
190	Cars are incredibly inefficient on a number of levels. I choose not to have the financial burden of a personal automobile or contribute to the urban and environmental blight they cause. It's important to me to invest in infrastructure that contributes to the public good.
191	T e c h n i c a l p r o b l e m s w r i t i n g o n t h i s p a g e
198	Traveling to Airport or downtown Boston, due to parking problems.
199	We are a one car family. Sometimes my husband will get a Zipcar if we both need a car. I don't like driving and I tend to drive out of necessity. I don't do any highway driving. We almost always take the train into Boston, which we do a handful of times each month. I prefer taking public transportation when it's available. It can be less stressful, it's better for the environment and you don't have to worry about parking.
201	driving is virtually impossible in salem in october. anything in salem for that month i walk or ride my bike to get it done.
202	Uber or left to go to airport. I walk when possible. Don't feel safe on a bicycle right now.
203	Bike is much easier to get through traffic and find a place to park. Lower cost friendly to the environment.
204	uber so that i can avoid the hassle of trying to park in Salem.

205	I bike when I can. I enjoy it
207	MBTA Commuter rail is convenient. walking to downtown Salem is quick and easy.
208	Our family has only one car.
209	I don't like driving in the evening but refused to give up my social life on my professional Organizations so I take Uber in the evening.
210	I don't have a car.
211	Train easily takes me to work in Boston. My family walks all around downtown.
214	Uber is very convenient and generally well-priced if it's too cold to walk and/or you need a designated driver.
216	Car is out of service, cost of parking is very high, parking is hard to find, Boston is difficult and stressful to drive through.
218	Commuting car traffic is terrible in Salem, lesser of two Evils to deal with train congestion
219	Don't want to drive into Boston. Mostly I walk but inclement weather prohibits at times
221	I personally like public transportation better. It just feels more like me then being stuck in a car.
224	I had been commuting to work in my cars for years, but traffic recently has gotten so bad I decided to begin taking the commuter rail and walking anywhere possible. My fiance and I just bought a condo in downtown Salem and we are going down to just one car, since mine is just sitting all day during the week. The only challenge is when I work from home and need to do errands - mainly in Vinnin Square.
225	Great believer in public transportation, esp. going to Boston. Lucky me--I pay half-fare as a senior. How crazy is it that we take the public transportation system expensive!
231	Although the commuter rail isn't always on time or reliable, it is better than driving in and out of Boston during commuting hours.
234	The Salem Ferry is the most civilized commuting option.Ever.
238	WE specifically moved to Salem from the suburbs because our kids are grown and we do not want to use a car to get everywhere. We want to be more mobile as we get older, and also we support public transportation, particularly since the roadways are way overtaxed and crowded.
239	I travel 95% by bicycle. I do so because it's faster, and it keeps me outdoors.
240	My car is not dependable. I use Zipcar a lot, and also bus.
241	I was born and raised in NYC and "Car Culture" isn't intuitive or familiar for me, although I do know how to drive and have owned cars. I moved to Salem in part because it's a place where a car seemed unnecessary--(however, without a taxi or Uber, Salem is a food desert!) I let my license expire and stopped driving in Salem because I found the constant preoccupation with parking (resident parking, the obsession with parking spaces for new development, for example) was so tedious and anti-social that I decided that more non-car-users should make their homes in Salem and that I should be one of them. Because of how hard it is to get around the North Shore, my medical and other official appointments are all in Boston or Cambridge--someplace the T goes.
242	Cost, lack of maintenance, parking.
243	sometimes I choose on demand, during heavy tourist times where parking is limited. during snow emergencies
246	I would continue using the current Salem Station as it would be closer to me.
250	car broke down
251	I choose to walk around Salem most of the time.
252	.
253	Healthy
254	I use shuttle service to the airport when I'll be gone 5 or more days because it's easier and less expensive. I should probably learn to use Uber or Left.

255	When I used to take the commuter rail to work, it was because traffic and parking make taking a car to Boston unrealistic. When I walk around Salem, it's usually because taking a car into downtown is too much of a hassle, and I enjoy the exercise.
257	Bike
261	Train is easy to get to Boston
264	I have no depth perception and can't drive. I also can't afford a car if I wanted to.
266	I DO NOT DRIVE
267	I bicycle as much as possible and walk when I can because I regret being unable to reduce my current emissions. Jobs in my field are disappearing and I have to keep what I have, but circumstances are such that I can't move, and nor do I want to leave a city that has been good to me since I came here six years ago. If there's ever an opportunity to do something sans car, I take it.
268	Walking and bicycling. I just didn;t want to drive anymore.
269	needn't convenient
272	Trying to be more open to other forms of transportation. Better for the environment & less traffic.
273	I mostly bike and walk around Salem but do not always feel safe due to poor crosswalks, lack of bike lanes and poor drivers
278	I use commuter rail and bus to get to work because it easy and affordable, and I don't have to worry about parking. Also, it eliminates the need for another car in our household.
282	I have a car now, but it is old and needing too many repairs. I will be selling it and I can't afford to buy a new card.
287	Rail service to Boston because I don't like driving in Boston.
292	I like to be active so I bike when it's nice out. Using the commuter rail would be easier if there was a shuttle from where I live but no public transportation comes into the Derby st. neighborhood except the trolley. The ferry I would like to try when it's nice out too.
293	N/A
298	I dislike driving, so prefer the train, boat, or walking
299	I usually walk or ride my bike for smaller errands and recreational activities. I do use my car for bigger shopping trips like food and retail shopping. Since I live in North Salem, I will usually do that outside of Salem. Traffic is the biggest issue for me.
300	Taxi I need to get where I need to be
301	Too much traffic, too many pedestrians crossing at very long traffic lights.
303	I will occasionally use a ride sharing service when it is useful to me, but I try to limit the use.
307	Mbta bus to get to wonderland station
309	Taxi easy to use in Salem
310	Bus. It's just more convenient than walking, especially if there is inclement weather.
312	I do not own a car, zip car is expensive. I try to walk everywhere, however Highland Avenue is difficult to walk on for lack of sidewalks! Salem taxi is the most reasonable to get to the Highland area, but with limited income that still adds another \$12 to cost of errand.
316	Biking is a healthier and more envrionmentally friendly option; Walking from the Derby Street neighborhood to downtown is typically easier than driving and parking.
317	Ease, cost
320	Lack of parking , heavy traffic, enjoy being outside when it's warm or at least sunny.
321	Uber. Convient

322	Uber and taxis get me where I need to go. I often just do not go to many social things due to lack of transportation in the evenings
323	I live near the train station. It is easier, at times, to walk or bike to places in Salem because of the parking. I am retired and when my 14 yr old car dies I will no longer have access to my own personal transportation because of costs.
324	Cost
325	Cost of parking vs cost of other transportation only.
326	I take commuter rail to Boston to save time, but I hate it because of Keolis's utter contempt for passengers and inability to run trains on time. If a South Salem station opened, I might use it, but I would prefer an express bus to Wonderland or to Boston.
328	I use my bicycle for transportation and love that the MBTA station has a locked cage for my bike. I bike/walk for ecological, economical and convenience as reasoning.
330	can't afford a car
337	Parking is difficult in Downtown Salem so I have to leave my car parked during snow or October and have to find alternative ways to go grocery shopping.
338	Walking, biking, alternate transportation is less stressful, healthier for me and the environment. I hate dealing with traffic, parking, etc.
340	In good weather I use my bike
341	Commuter rail is much faster than driving to Chelsea
342	I commute to Boston for work everyday and use the commuter rail. Sometimes I need to get home from the train station when my wife has the car so I'll take Lyft/Uber. I'll also take Lyft/Uber from home to various destinations in Salem when I don't have use of my car.
346	Best way to move between Salem and Lynn/Boston or up towards Gloucester - auto traffic simply too heavy getting in and out of Salem (as well as at other points along the way southbound).
347	To avoid traffic, to be able to partake of alcohol without needing to drive, convenience, when it is less costly
348	I bike or walk when I'm going alone to do things around Salem. It's often quicker for me, when you add in the time needed for parking. When going to the Y especially, I can always find a place to park right by the entrance. It makes it much easier when I have to go to multiple destinations. I have enough carrying capacity on my bike that I can usually transport whatever it is I need to pick up or deliver. It's also more social and I get a better view of what's going on around town. I like that I can see people I know and stop and talk to them or at least wave. Recent construction has been both a blessing and a curse for the bike. I can get down most streets that are closed to cars, but the road quality is terrible some places.
349	Walking or biking faster in summer, & September, October for very local errands. Train or ferry best to Boston, why drive?
352	For convenience as parking is so tight.
355	We use bikes, walking and Uber/Lyft for transportation quite a lot. While we have a family car, I do not enjoy driving so when I am in charge of transportation, I choose alternative methods to a personal vehicle.
357	It is often easier to walk or take a bike around Salem. I prefer to leave my car in the garage .
359	Convenience
360	I bike to get exercise
361	I prefer to walk or take public transit whenever it is convenient and possible.
363	less carbon footprint .. easier as parking has become more of an issue
365	I bike occasionally because it can be hard to park where i want to go or because the one way streets in town can make it take longer to drive than to bike or walk. I mostly walk whenever possible because road conditions are pretty terrible and the traffic can be obscene. I often don't feel safe biking though because of the quality of roads, the design of the streets, the lack of space between moving vehicles and parked cars, and the lack of visibility/attention/care given to cyclists.

366	If other transportation is made available, I would definitely would take advantage of it.
367	Walk when possible. Difficult in the winter as many people do not SHOVEL!
370	vision issues
371	Uber, for times when a car just isn't convenient. Train, to avoid Boston driving hassle.
374	Traffic is so congested in Salem that sometimes the only alternative is to walk. I am not comfortable riding a bike in many parts of Salem due to condition of the roadways and drivers who don't respect the bike lanes.
375	It's the most convenient
379	For my purposes, the Commuter Rail is THE way to get to Boston. I would like to see a means of getting the Senior MBTA pass at a location in Salem, as opposed to having to make a day trip to Downtown Crossing. And Uber works when I can't walk the distance, and my spouse has the car (single car household).
380	When the weather is nice I prefer to bike my errands around Salem. I also take my children to school by bike from Salem Common to HMLS but it is dangerous in places.
381	I don't really like to drive locally if I can help it. On nice days I prefer to bike - it's faster and easier to park. Or I walk. I also have a dog and he comes on errands with me downtown so I walk him and get stuff done. I go into Boston pretty frequently and drive to the Blue Line which is less expensive and more efficient than the commuter rail. I grew up in cities and LOVE mass transit which is why the commuter rail is so disappointing. It only goes to one place, it is expensive, unreliable and infrequent with no "off peak" hour discount. It's awful. DO NOT BUILD A SECOND STOP IN TINY SALEM!!!! Colossal waste of money. Just have the shuttle take folks to the trains! And have more transit OPTIONS (a second stop less than a mile away is not another option - it is wasteful!!) Other options might include express service to the Blue Line, the Red Line and the Orange Line on frequent, cost effective services. Whoever thought of the 2d stop in Salem does not take mass transit and has no idea how it works. You are not increasing opportunities, you are just slowing the already horrible trains down. It is DUMB. As is the parking garage at the depot. You need to have a welcoming center there with maps and signs and clean toilets. Again, this stuff is all designed built by people who only ever drive and not for normal people who don't like to drive or who would prefer to walk and bike and take trains. Many young people are not even getting driving licenses, most do not want to own a car. Many old people should not drive. Car idling and driving in general is killing the planet. get with the program - provide MORE OPTIONS not just the same bad thing you already have. Be creative!! Have shuttles but also have something municipal or regional but similar to uber pool for folks going on the same general route. So many people would use it! Like a carpool no one ever has to drive! The bike program is a good start but also more interesting and nicer ways to walk and more amenities in neighborhoods. It's the 21st century - people want to be able to walk to do their errands and buy a gift or just have a casual (but not pizza) bite to eat. Modernize but stay quaint and adorable and Salem will be the gem it is dying to become.
383	Bike or walk, sometimes faster to get downtown during high traffic times.
385	I am afraid to drive into Boston or the airport so I usually take either the train or the bus.
389	Train into Boston so convenient and reasonable for seniors
393	I am going someplace that I don't like driving in or there might not be convenient parking. In the case of doctors' visits they may be doing something to me that it would be dangerous to drive following the appointment.
394	I have an illness that prevents me from driving safely, but not crippled me outright (yet.) I prefer to use public transit and will continue to do so as long as my body allows and I'm finally "sick enough" to utilize services like The Ride. Private services like Uber, Lyft or taxis frighten me.
395	train to get to Boston
396	Cost. It is less expensive for me to take public transportation into Boston than to drive into Boston.
397	I don't have my license and can't afford a car
398	I like to use a bike to get into downtown Salem when I can in order to avoid traffic and avoid the need to park a car.
399	Sometimes take mbta bus to Boston if no car is available. Used to take commuter rail but it is just too unreliable as an option to go to work in Boston.

400	because parking in Salem is a nightmare
402	N/a
403	I want to walk
410	I hate parking in salem, I tend to walk.
411	I bicycle for exercise and for transportation in good weather; I have taken the city bus, but have found it unreliable (to get to appointments); I take the commuter rail into Boston in the daytime, but not for evening events, as there are too few trains back to Salem at night; I use cabs when the bus fails me.
412	Minivan or larger van with wheelchair accessibility
414	I walk to work dor health reasons and to avoid paying for parking at downtown Salem and i take the ferry to Boston for the view and not having to drive and pay for parking
415	Easier to get to Boston on commuter rail than by car.
421	Love our city. Love being outdoors. Environmental reasons. Social reasons- you interact with people more when you walk Improved mental health not dealing with driving and traffic
422	I occasionally take the Salem Ferry.
424	Use car services because I do not drive at night
425	MBTA - museums and meeting friends on Boston and Cambridge Salem Ferry into Boston - for fun and appreciation Walking everywhere in Salem for health
427	Walking locally provides walking experience and avoids parking problem. Commuter rail eliminates driving and parking hassles for getting into Boston.
429	I do not drive.
434	availability or lack thereof
435	train to Boston eliminates traffic.
437	Taxi service in Salem is just as convenient as Uber/Lyft and in my experience just as convenient and competitively priced. I trust licensed taxis more than a random stranger driving his/her own car. As stated above, I can not drive at night, nor do I wish to drive to some locations where there might be a parking problem.
438	Cannot drive at night--light really bother me. Don't drive in bad weather conditions
439	I use door to door service via taxi/ride
440	Use the subway system when visiting Boston because I do not want to drive in the city. (Applied for a Charlie Pass several months ago and have yet to receive it.)
441	In explanation of above, I live close enough to the present Salem station to walk so wouldn't need the 2nd station HOWEVER, I do think that building it would be a huge benefit to the city and residents in that part of town.
442	My license is suspended
446	I would walk more but the sidewalks are terrible in the south salem area particularly on lafayette and canal street. I am hoping the canal street project will fix that but along Lafayette it is so buckled and messed up it's hard to walk. AND most people aren't shoveling after snow storms so it isn't a reliable route.
448	I occasionally use the commuter rail because I do not have access to a car and an Uber would be too expensive to go to my destination.
449	Because I don't have a car
451	I walk and use the school shuttle because I don't drive and that's the easiest/cheapest way to get around

454	Stress of driving
456	Don't have a license
457	Parking is inconvenient and I prefer to walk, bike, or take public transport for environmental reasons
458	En el verano usare mas bicicleta o camino hacia el trabajo.
459	I use Uber and Lyft when I know I won't be able to find parking.
461	I AM DISABLED-AND I DONT DRIVE OUT OF SALEM-NO HIGHWAYS OR BRIDGES
463	I really enjoy Zagster.
464	Environmental health, avoid high parking costs, avoid traffic, add walking to personal health routine
465	Prefer not to deal with parking. Choose to live in a bikeable /walkable area
467	Bike for my health and also Walk for my health
469	I get tired of being in my car driving all of the time. I try to walk in Salem whenever I can. I live in the Derby St. neighborhood and walk downtown when I need to go downtown. I hardly ever drive my car to downtown Salem. No parking (don't tell Rinus I said that) and too hectic in season.
471	weekend train to Boston: can walk to station, senior price, and convenient schedule.
472	Uber. Easy, convenient
473	I travel exclusively by MBTA, or by Uber, taxi, get rides from others, or on foot. I don't have a driver's license and depend on public transportation.
474	We don't prefer Uber but we have no choice. We have illnesses and disabilities that require door to door service. The sad thing about the Ride is that it's physically uncomfortable- terrible seating. Salem is not senior friendly. It's very sad. Probably going to lose the senior population over time and we add to diversity too.
479	Traffic has increased and I prefer to walk and/or use public transportation whenever possible.
480	I'm very concerned by our society's dependence on the car. We have to start organizing ourselves and building around the needs of people not cars.
481	Using a bike/walking in warmer weather is much faster for me from Castle Hill to downtown Salem. Once I deal with parking and everything downtown, I've lost time, and then I need to move my car to longer term parking downtown if I'm in a metered spot.
486	Traffic, parking
487	Airport shuttle, because getting to Logan on the Commuter Rail is a pain, and airport parking is expensive. Sometimes use the commuter rail to get into Boston for recreation, but mostly we drive even though parking is expensive because MBTA has cut back weekend hours, and it's a hassle.
488	Convenience.
489	Fitness, parking, environment
492	Uber
493	If I think parking will be difficult downtown I take Uber. If streets felt safer, I'd ride my bike.
498	I walk mostly in Salem, weather permitting.
499	commuter rail into work, it's easier and costs less than parking
504	I will be most likely to be selling my car soon. As I have little money, I'm about to find out the challenges of other modes of transportation. I am an artist and often have to take paintings to the SAA and MAA and the summer festivals around this area. It's hard to do this without a car.
505	I commute using mbta rail, close to my house, easier than driving
506	Walking. Because getting downtown and finding parking can be too much work
507	Use uber/lyft so no drinking & driving

508	I am disabled and can't drive
512	I always opt to walk when it's possible to avoid traffic, or Uber if having a beer with dinner.
515	I love biking for exercise and to reduce carbon footprint. Salem is mostly great for biking. Wish for a little more space from traffic on some roads, and for snow removal to cover all the paved bike paths and sidewalks without owners.
516	I've walked because its easy or uber and lyft because its safe and when I'm out with my friends drinking at the bars its a nice alternative to drinking and driving.
517	Parking is limited, metered parking is pricey
520	It wasnt5a choice really. It was/is a medical condition.
525	We take the commuter rail into Boston, or drive to Wonderland and take the blue line
528	We try to walk everywhere after seeing Nina Cohen's presentation on the benefits of walking. We like to ride bikes, but I am unnerved by the road traffic and won't risk it during rush hours.
529	I do not drive
531	Commuter rail into Boston about once a month for concerts, day long activities, dining, etc.
535	Uber. Don't drink and drive-in ever.
536	Do not drive because of disabilities rely on Public Transportation (MBTA) which is terrible and inconvenient to access.
540	No car.
541	Parking in Boston is too expensive and there is too much traffic.
542	I have an injury at the moment that makes me temporarily (long-term) unable to drive.
543	Sometimes I can't walk far (severe arthritis) and it saves my car for longer, meet new people where you go + travel.
544	I do not drive.
545	I try to stay out of the car for environment, exercise, parking, support Mass transportation!
546	I need to get to Market Basket and Shaws for food. I have to get to Doctors Appointments. The MBTA bus/train can't get you door to door.
549	Train is faster and cheaper when you include parking.
550	Social activities, Boston trips, dining out, recreational activities.
551	Less stressful
555	I am handicapped and unable to drive due to medical issues and low income.
558	It's cheaper than a car. Limited parking at my school.
559	I would choose public transportation to have less traffic in Salem.
561	Only when I don't have access to a car.
562	High upkeep cost to own a car.
563	Age. No car available.
564	Public transportation is good and cheaper.
570	I only use the train or bus at least once a month.
571	Sometimes it is necessary to use the shuttle bus.
572	Weather

577	Dont know anyone to drive me.
580	I cant walk long distances, but I like to come and go as I please.
582	ease of parking my car. expense.
583	I can not walk too much.
590	Just trying to save the planet in my own little way.
591	Fitness
592	Health, convenience, cost.
593	Convenience, tired of driving in traffic, environmentally friendly.
594	To not be in traffic, deal with road rage, minimize ecological impact.

(301 total)

If you chose not to use any transportation services other than a car, please tell us why you have made that choice.

(148 total)

#	Responses
4	There is nothing available to me that allows me to come and go on a regular schedule. The Council on Aging bus is the only alternative and I can be where I am going and back before they even come sometimes.
9	Don't know about other services or where they go
10	Cheap and readily available.
12	use my own car
17	Not available
20	I don't take busses because of the wait time and reduced predictability.
21	I am still mobile but @ 81 that might change
27	Usually transportation services are not reliable or not maintained well.
32	I am disabled. mentally, not physically, but my family would prefer I didn't drive. Question #18 I am not sure I know where this area is yet
33	Flexibility, driving to see friends in greater Boston area.
36	Too expensive.
38	At this point in time it is the easiest way to get about.
40	Convenience, comfort and reliability.
41	I don't own a car, can't drive anymore.
47	There are none except for the train for 20 year olds
49	Train is only way to get into Boston. As it is it takes 1 1/2 hours
50	If I am within downtown, I am on foot. If I am outside of downtown, I group my errands, and likely have many parcels, so want my car
52	Sometimes unreliable. Often not on MY schedule.
63	Easier to manage my travel needs if I drive myself
64	Most convenient for me.
69	Dirty and feel awkward
75	I used to take the MBTA bus to Boston but it doesn't run very often. I also work near south station so I choose not to take the commuter rail to north station.
77	I use other services, but with a kid, sometimes it's just so much easier to be able to get a kid door to door in a car.
78	There aren't many options in my city
79	Much quicker to use my own car to go places. Do not have to rely on schedule.

85	I live 2 miles from work. That makes it a long walk. I wear business attire to work which makes biking not too appealing. I would love to have a shuttle that I could pick up in the downtown area and cut out a mile of the walk to salem state. But it only takes 20 minutes to walk a mile so it needs to run frequently otherwise I might as well just walk the whole way.
89	Flexibility
91	Getting to the train is not easy and parking is not great. Bus isn't convenient as main streets only.
92	Convenient
96	Honestly, I no longer know how to use the bus or train! Where to get a ticket or card? And frequency is often not convenient, from what I can see. Taxi still best way to airport. Why is there as "Silver Line" to South Station, but not one to North Station? No alternative transport that I know of to Vinnin Square or Beverly. I'd use that in a heartbeat -- depending on where I could pick it up.
103	A car gets me anywhere I want to go with my own timing and to multiple places in one trip. I use MBTA rail to go to Boston, buy rarely.
104	I try to walk and ride a bike - keeping active is important to me
105	n/a
113	I only use my car in the winter to get downtown from my street (Buffum) because it's cold and/or I'm scared I'll fall on ice. Even a winter shuttle would be beneficial.
115	Convenience, Freedom to zoom from one place to another without waiting for a scheduled pick up But I would use the service for a one stop activity and most definitely in the evening hours
129	Usually it's due to convenience.. I use my car because it's usually the only way and the quickest way to get me from point a to point b.
130	I don't work 9-5 at an office but if I did I probably would. I need my car to work.
131	Have got away from using any public transportation, and depend upon my car. Probably because public transportation was not very good or convenient.
132	I don't think public transportation around just Salem will ever work. I wish you the best of luck getting service started
133	same as above
140	Weather. Coordination, need to go multiple places. Always running late.
146	Sometimes bus stops too often and takes too long.
148	I like being able to leave when I want, to travel on my own schedule
150	I need to drive for work and because most of the needs I need to get to for basic living I need to drive to. The bus is across the street from my house, but it takes too long to get downtown and back and time is of the essence when I'm running errands. I would prefer to use a shuttle of some sort and spend less time in my car when I'm not working.
151	No convenient bus stop
152	I do use the ferry, but I would use it much more often in the Summer if it were half the price that it is!
153	As far as I can tell the public transportation going through neighborhoods that aren't downtown is infrequent and not during the times we need it most. It's easier for my husband and I to use our own car around Salem and the north shore, but I opt to walk during my commute to work when I have to; I'm stubborn and not paying for taxis or ubers. It adds up fast.
156	See previous.
157	Convenience. Efficient travel time.
163	Not near my home.

166	When I need to get to Boston during the week I drive to the Blue Line at Wonderland station. I have tried taking the commuter rail but have found off peak hours not always running. Taking the commuter rail on the weekend for an event in the Boston area makes for a very long day due to the infrequent trips. Within Salem I drive or walk. Hope to try biking in the future.
171	None are convenient
178	Ease
189	Financial
195	No good options
197	right now it is more convenient
203	I travel to Wonderland to get to Boston.
207	Lyft/Uber to avoid drinking and driving.
212	Ease of scheduling, weather considerations, direct access
213	Not convenient
216	I do use a car most often because it is the most convenient and offers the most freedom.
221	I really have no choice but to ride a car.
235	I use my car now, but would definitely use a shuttle service if it was available from
247	The car is convenient. I can be free to make appointments within a timeline It also is more comfortable during inclement weather conditions..
248	Easier to drive myself
252	Privacy, convenience.
254	Because it's convenient, less pollution, fun or at least more pleasant, don't much like driving in the dark.
255	I now drive to work, and it's simply a combination of having parking at my office and being on the one route where I avoid most traffic. When I drive in Salem, as opposed to walking, it's usually because the distance is too far and other modes of transportation are not very convenient.
259	It is more convenient to take the train to Boston and less hassle
268	Personal desire not to have a car, pay for a car, pay for mechanics, pay for gas, pay the damned taxes.
270	Not convenient
283	It's most convenient and cheapest. I need to drive into Boston 5x a week and the monthly commuter rail pass is hundreds of dollars.
284	Convenience is the prime reason.
288	I have a car. I do take a shuttle bus to get to the airport.
292	Most of the time I use a car and it's because I have a 8 month old & it's the easiest thing to do. However, when it's was warmer out I plan to get a hitch & bike with her so I can get places more easily. I am also open to the idea of a shuttle.
294	Accessibility
295	The bus is confusing and unreliable
297	Easiest way for me to do what and where I need to go.
301	Love the Salem Ferry. Comfortable, convenient, and just pleasurable.
302	schedule/flexibility and lack of service - need to be too many places during the day at certain times between work and children/school pickup
305	I have many phone calls in the morning on the way to work, driving my car is the only way to ensure privacy.

313	I own a car so generally use that. I tend to use other means of traveling to/from Logan or after a night out when I've had too much to drink to drive.
316	Inconvenient times, expense, for transportation into Boston it's too costly to take with my family instead of driving and parking (i.e. commuter rail or ferry)
320	I use both, but I need to transport artwork to various galleries and clients.
324	Location
325	I have an infant and it's difficult to use public transportation with a stroller.
330	i do get sick on buses
336	I work in Waltham but my hours don't coincide with normal business hours so it is faster and easier for me to commute in my personal vehicle.
343	The mbta buses are too infrequently, too slow, and there aren't enough of them. I live near the common and work at SSU. I would love a reliable public transportation option, and would take it every day, but the 450/455 runs once an hour and gets stuck in such bad traffic.
348	When I have to travel WITH people, they don't necessarily have the same tolerance for weather and road conditions (both traffic and surface) that I do.
349	If running multiple errands, may go Peabody to Salem to Swampscott...or wherever I end up. No shuttle can keep schedule like that.
351	Ease and convenience of my own vehicle. Also, because I still work full time and have a long commute, i don't have a lot of time to gwt errands accomplished on the weekends.
353	Need to b in boston for appts at hospitals. Can't rely on the ride to get me there timely. And cost of commuter rail and ferry is out of reach for me
379	I try to walk or use public transportation as much as I can. But if we have multiple stops to make, the car has to be the choice.
381	I would never make that choice.
383	Uber/Lyft/Zip for convenience
387	I have mobility issues and it is very difficult for me to travel in modes of transportation w/o my car. There will come a day that I will no longer be able to drive, I live downtown and would like to get around the downtown area.
399	Bus to downtown is not timed conveniently especially on weekends, and having to cross Highland Ave at any time is a nightmare.
402	Convenience Flexible schedule
403	not there
409	I live downtown and walk. I use my car for the rest. Habit. Convenience.
415	Can do things on my own schedule.
419	It is not convenient
420	I have no choice. I can't get to Reading in a reasonable amount of time via public transit and there is no way for me to get to Maine without my car.
423	I would occasionally use a shuttle service from here and around downtown if it were available now.
427	Car provided flexibility when it was needed.
428	Availability and convenience
430	Convenience.
431	Convenient
432	I walk to almost everywhere I want to go in Salem so the car is my backup for going to Beverly Athletic Club for working out and to the malls for shopping.
433	Traffic is too dangerous for a safe bike ride.

436	convenience
439	I use my wheelchair to move locally. Other than that taxis/ride are my only choice.
446	It's easier and quicker. If there is a shuttle and it only operates on a limited basis I'll likely still use my car.
456	Don't own a car
462	My work involves servicing machinery and equipment and so I must carry tools and parts. I need a personal vehicle for this.
464	Expensive, not frequent enough, too long in transit
472	Bus schedule is inconvenient. Zip bikes I can't use with my kid, I don't know if non students can use SSU transportation.
481	While I do walk/bike a lot, my car is my primary mode of transportation. It's just a lot easier than having to wait for a bus. However, if there was a shuttle that was reliable and came often, I'd be likely to use it.
489	The bus is not reliable and doesn't coordinate with the commuter rail schedule
490	I live off of Highland Ave and would gladly take the bus to the commuter rail during the week, but the bus does not operate at convenient times. If a shuttle ran more regularly during rush hours to the train, I would leave my car at home.
491	the trip by bus to highland ave area is too indirect and takes too long and it's too hilly for me to bike
495	It is much easier to rely on the flexibility of my own schedule than that of public transportation.
508	N/A
510	I need my car at work to pick up my children and drive them around after work/school.
511	My car gets me from point A to point B efficiently and safely (except at the intersection of First St and Swampscott Road).
523	I would take a bus to work (from DSHN to SSU) if it were possible. If there were a way to intersect the SSU Shuttle, I would do that. As it is, I walk sometimes, but mostly I drive.
525	I work in Weston, cannot get there by public transportation
526	It's just easier - unfortunate but true.
527	Plain ease.
528	I don't know about these options. I like when you travel to many third world countries where they have 8 passenger vans that circulate into the neighborhoods for a small fee and then those vans drop you off at a transport hub.
531	Car is easy and convenient. Would use the bikeshare if I didn't have a vehicle.
534	I rarely use services other than my car because my car will get me directly to where I need to go the fastest and the most directly. It is also cheaper than most other services. I also tend to have bags or items with me that may make public options slightly more difficult.
536	does not apply
537	There would have to be better than my personal comfort in my car.
538	I am disabled and poor and cannot afford a car.
548	Punctuality
552	Not dependable time-wise. I would like to walk, but can't walk long distances. Unsafe sidewalks.
553	Not convenient.
554	I cannot stand for very long. Chronic back pain + breathing problems.
560	I mainly get car rides because it's more convenient.

565	Not near me.
566	Some disabilities make it difficult to get into a vehicle that is not a car.
578	I drive my own car.
584	Have my own transportation.
588	Convenience.
589	Currently have my own means of transportation.
591	Convenience

(148 total)

Conceptual Level Cost Estimates for Alternatives

Estimate of Fixed-Route Shuttle Costs

Fare per Year	Weekdays		Weekends	
	One Bus	Two Buses	One Bus	Two Buses
Fares/Passengers	\$1.00		\$1.00	
Service Day/Year	254		100	
Trips/Day	9		9	
Buses	1		1	
Seats	25		25	
Occupancy	0.2		0.2	
Per Year	\$11,430	\$22,860	\$4,500	\$9,000
Per Year (Rounded)	\$12,000	\$24,000	\$5,000	\$10,000

City - Initial Cost		
	One Bus	Two Buses
New Bus	\$80,000	
Registration	\$5,000	
Branding	\$5,200	
GPS	\$900	
Total	\$91,100	\$182,200
Rounded	\$92,000	\$184,000

City - Annual Operation Cost	Weekdays		Weekends	
	One Bus	Two Buses	One Bus	Two Buses
Driver Salary with benefits	\$65,837		\$34,830	
Days	254		100	
Daily Fuel Cost	\$43		\$43	
Bus Maintenance	\$3,000		\$3,000	
Bus Insurance	\$5,000		\$5,000	
GPS/Wi-Fi	\$2,100		\$2,100	
Total	\$86,859	\$173,718	\$49,230	\$98,460
Per Year (Rounded)	\$87,000	\$174,000	\$50,000	\$100,000

Driver Salary Assumptions					
	Rate/hour	Benefits marku	Hours	Days	Total Salary
Weekdays	\$18	1.44	10	254	\$65,837
Weekends	\$27	1.29	10	100	\$34,830

Vendor - Annual Operation Cost	Weekdays		Weekends	
	One Bus	Two Buses	One Bus	Two Buses
Driver/Vehicle Hourly Rate*	\$66.46		\$75.93	
Days	254		100	
Hours per Day	10		10	
Total	\$168,808	\$337,617	\$75,930.00	\$151,860
Per Year (Rounded)	\$169,000	\$338,000	\$76,000	\$152,000

*based on 25-seat vehicle, 95 miles a day, vehicles parked in Salem and service 254 days a year

Estimate of Demand-Response Shuttle Costs

Fare per Year	Weekdays	Weekends
	One Bus	One Bus
Fares/Passengers	\$1.00	
Passengers per hour	1	
Service Day/Year	254	
Hours per day	8	
Per Year	\$2,032	
Per Year (Rounded)	\$2,100	

Vendor - Annual Operation Cost	Weekdays	Weekends
	One Bus	One Bus
Driver/Vehicle Hourly Rate*	\$50.00	
Days	254	
Hours per day	8	
Dispatch/Administration	\$22,000	
Total	\$123,600	
Per Year (Rounded)	\$124,000	

*based on 14-seat vehicle, up to 95 miles a day, vehicles parked in Salem and service 254 days a year